DOCUMENT RESUME

ED 123 961 HE 007 504

TITLE	Radford College Faculty-Staff Handbook, 1975-76.
INSTITUTION	Radford Coll., Va.
PUB DATE	75
NOTE	102p.; Not available in hard copy due to marginal legibility of original document
EDRS PRICE	MF-$0.83 Plus Postage. HC Not Available from EDRS.
DESCRIPTORS	Administrative Organization; Administrative Personnel; *Administrative Policy; Administrator Evaluation; *College Faculty; Faculty Evaluation; Governance; *Higher Education; Instructional Staff; *Personnel Policy; Records (Forms); *State Colleges
IDENTIFIERS	*Faculty Handbooks; Radford College

ABSTRACT

Detailed information on internal governance procedures are included in this faculty-staff handbook: membership and responsibilities of the four faculty councils (College Affairs, Faculty Affairs, Graduate Affairs, and Student Affairs) and of the various special committees. (JT)

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Radford College
Faculty - Staff Handbook
1975-76

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I. INTRODUCTION

Purpose of Handbook

The Faculty-Staff Handbook is designed to provide basic information on policies, rules, regulations and procedures that are of importance to personnel employed by Radford College.

This publication is a comprehensive document that will answer many questions and provide information on many aspects of the college which are not available in written form elsewhere.

The critical evaluation of this document and suggestions for improvement are welcome and should be sent through the Office of Information and Publications.

History

Established by the General Assembly as the State Normal and Industrial School for Women at Radford in 1910, Radford College opened September 17, 1913, and has been in continuous session since that date. A four-year college curriculum leading to the Bachelor of Science degree was authorized in 1916. In 1924, the name of the institution was changed to Radford State Teachers College. Until 1935 the college was a teacher training school only; in this year authorization was granted by the state to confer also the Bachelor of Arts degree. By an act of the General Assembly in 1944, the name of the college was changed to Radford College and it was consolidated with the Virginia Polytechnic Institute (as its woman's division) and placed under the same Board of Visitors, but was instructed in the same act . . . "to retain as far as practicable its separate institutional life." Because of the tremendous growth and expansion of the college, the General Assembly, by a legislative act in 1964, severed the affiliation with Virginia Polytechnical Institute, and Radford College was granted its autonomy with its own Board of Visitors. In this same year authorization was given by the State Council of Higher Education to award the Master of Science Degree. After almost 60 years as an all women's college, Radford opened its doors to men on June 8, 1972.

The college was organized under the administration of Dr. John Preston McConnell who served as president from 1911 to 1937. Dr. David Wilbur Peters became the second president of the college January 1, 1938, and served until his death August 2, 1951.

Named to head the college as its third president was Dr. Charles Knox Martin, Jr. who took office January 15, 1952 and served until March 1972 when he became chancellor, a position he held until June 30, 1973. On July 1, 1973 Dr. Martin was named president emeritus.

The fourth and current president is Dr. Donald Newton Dedmon. He became president of Radford March 20, 1972.

Statement of Purpose

As an institution of higher learning, Radford College provides general education for the development of students into educated persons who understand their cultural heritage. Along with a respect for the need of students to find harmony with their pre-college experiences, it is the purpose of the college to offer to its students a community in which they may find that intellectual, cultural, social, and personal challenge which will enrich their lives and enhance their contributions to society.

Radford College provides areas of concentration emphasizing academic and professional goals. In connection with these areas of concentration, the college has a significant role in teacher education and a broad curriculum in the arts and sciences to furnish cultural and educational services to a wide community. To achieve its aims, and indeed, to function effectively as a community of scholars in a changing world, the college will continue to seek and find new ways to serve in the intellectual and cultural development of its students, alumni, and faculty, and to contribute vigorously to the growth of the community whose life it influences and shares.

Accreditation

Radford College is a member of the Southern Association of Colleges and Secondary Schools which is a regional accrediting agency affiliated with all other national accrediting agencies. It holds membership in the Association of State Colleges and Universities.

The college is also a member of the American Association of Colleges for Teacher Education

and is on the accredited list of the National Council for Accreditation of Teacher Education. It holds membership in the National Commission on Accrediting.

The college is a member of SREB Council of Collegiate Education for Nursing, National League for Nursing and in the N. L. N. Council of Baccalaureate and Higher Degree Programs.

These affiliations and recognitions give the graduate of Radford College a national standing.

II. ADMINISTRATIVE ORGANIZATION

General Organization and Administration

An organization chart of the college's administration appears on page i.

General Statement

Within the framework of the policy established by the General Assembly of Virginia, the Board of Visitors is the ultimate governing board of Radford College. By means of reports of the President, other administrative officers and the faculty, personal inspection of facilities, and special studies, the Board keeps abreast of the college's needs in order to reach decisions concerning basic policy. It usually meets four times a year, once each quarter.

The responsibility for the administration of the college has been assigned to the President, who is appointed by the Board. To assist the President in the administration of the college, certain administrative positions have been established: Vice President for Academic Affairs, Vice President for Student Affairs, Vice President for Business and Finance, Assistant to the President, Deans of the schools, Dean of Graduate School, and Dean of Students.

The President

The President utilizes the advice of elected faculty representatives, elected student representatives and appointed administrative personnel in carrying out his duties as chief administrative officer for the college. It is through such an internal governance system that the faculty members and students share in the decision-making process of the college.

Vice President for Academic Affairs

As the second-ranking member of the college administration, the Vice President for Academic Affairs serves as the acting Executive Officer of the College in the President's absence.

Vice President for Business and Finance

Final responsibility for the business affairs of the institutions is delegated to the Vice President for Business and Finance who works closely with the President in coordinating the financial and administrative activities of the college.

Vice President for Student Affairs

The Vice President for Student Affairs, who is directly responsible to the President, coordinates programs and services which facilitate a student's academic pursuits as well as create a campus environment necessary for the student's self-development.

Assistant to the President

The Assistant to the President works closely with the President in executing the administrative duties of the College. He also assists in coordinating all activities involving the Office of the President.

Dean of the Graduate School

The Graduate Dean is responsible for the coordination and administration of the graduate program. He is assisted in his work by the Graduate Committee.

Deans of Schools

The Deans are administratively responsible for the organization and administration of the academic programs within their respective Schools and to assist in the planning and development of new programs. The deans also serve as members of the College Affairs Council, the Faculty Affairs Council, Academic Policies and Procedures Committee, Curriculum Policy Committee and Faculty Personnel Committee.

Dean of Students

The Dean of Students and his staff provide personal counseling, are responsible for advising Student Government and administering the residence life and orientation programs, housing and the social and conduct policies applicable to students. The Dean of Students is directly responsible to the Vice President for Student Affairs.

Director of Admissions

The primary responsibilities of the Director of Admissions are reviewing applications for admissions to the College and coordinating the recruitment and counseling of prospective students.

Director of Career Planning and Placement

The Director of Career Planning and Placement is responsible for providing students and graduates with employment information and assistance. Credentials may be set up for a nominal fee. These will be copied and sent to the employers as requested by the student. Regular interviews are held on campus between prospective employers and students from early fall until late spring.

Director of Financial Aid

The Financial Aid Director, under the direct supervision of the Vice President for Student Affairs, is responsible for the awarding of all undergraduate financial aid. His office is charged with the responsibility of all Federal, State and local institutional awards.

Registrar and Director of Student Academic Advising Services and Registrar

The Registrar's Office provides the following services:

1. Maintenance of student academic records.
2. Publication of Probation and Suspension Lists.
3. Certification of student attendance.
4. Transcript Service.
5. Furnishing grade point averages for clubs and organizations.
6. Preparation of graduation notices, lists, and Commencement Program.
7. Ordering diplomas.
8. Final certification for graduation.
9. Preparation of teacher certification requests for undergraduates who have completed approved programs.
10. Publication of registration booklet after schedules are submitted by the departments and approved by the school Deans.
11. Set-up of general registration process.
12. Publication of final examination schedule.
13. Determination of official enrollment figures.
14. I.D. pictures
15. Administration of National Teachers Examination and Miller Analogies Test.

The Director of Academic Advising Services is responsible for:

1. Evaluation of transcripts for transfer students to School of Arts and Sciences and School of Education.
2. Final approval of courses which Radford College students transfer back to Radford.
3. Advising undecided majors.
4. Reference source for questions on the catalog and advising.
5. Development of articulation between Radford College and other institutions of

higher learning

6. Answering questions or listening to problems when students do not know where else to go.

Library Director

The Director is responsible for analyzing the current resources requirements of the college curriculum and assessing the library's inventory of books, non-print media, equipment and supplies for applicability, currency and sufficiency to support the curriculum.

Director of Information and Publications

The responsibility of the Director of Information and Publications is to inform the citizens of the Commonwealth of Virginia about Radford College and its programs through general news releases to newspapers, magazines, and radio and television stations. His job is to maintain open channels of communication with the various representatives of the news media. In the publications area the Director must prepare publications for use in recruiting and for informing alumni as well as parents about the college. All publications (brochures, etc.) must be cleared through his office. For further information, faculty and staff members may call the Director of Information and Publications.

Director of Institutional Research

The Office of Institutional Research is charged with collecting information and writing reports which are essential for making administrative decisions. In addition, the Director of Institutional Research serves as the college's liaison officer to the State Council of Higher Education and coordinates all reports to that body and to the federal Department of Health, Education, and Welfare. The Director serves as a consultant to those persons interested in internal research on the college and, as time and priority dictate, does self-studies and evaluations of various college and academic programs.

Director of Development and Alumni Affairs

It is the responsibility of the Director to keep current addresses of alumni and coordinate all alumni activities such as chapter meetings, Homecoming and May Day. It is also his responsibility to keep alumni informed of happenings on the campus. In the development area, his responsibility is to "educate" the alumni and general public of the needs of the College which are not met with State funds and to provide a means through which interested individuals may contribute to the college through the Radford College Foundation, Inc.

III. PERSONNEL POLICIES

The section on employee policies and procedures has been subdivided into classified; professorial, and professional. The beginning pages of this section deal with paydays, retirement, workmen's compensation and pertain to all three groups. Procedures which pertain only to one group of employees are discussed in subsequent sub-sections.

Equal Employment Opportunity Policy

Radford College shall provide equal employment to all of its employees and applicants for employment on a non-discrimatory basis without regard to race, color, sex, age, religion, national origin, or political affiliation. This policy shall be followed in recruiting, hiring, promotions, lay-offs, terminations, demotions, and educational leave.

Paydays

Permanent employees will be paid by check issued by the Comptroller for the State of Virginia. Distribution of paychecks will be made from departmental offices. Paychecks can be deposited in area banks on a regular basis by providing the Personnel Office with a signed "Authorization of Bank Pick-Up". Periodic deposits will be made by providing your bank's deposit slip. Anyone desiring his check to be mailed should provide the Personnel Office with a stamped addressed envelope.

Temporary (wage) employees will be paid by check issued by the Treasurer of Radford College. Pay for hours worked from any Friday through Thursday will be received on Friday of the following week.

Advance Pay may not be given against future earnings. Normal requirement for advance pay will have to be satisfied between the individual and a commercial lending agency.

Payroll Deductions

The following constitutes the only payroll deductions authorized by the Comptroller:

1. Gifts to United Givers Fund
2. Insurance Premiums to:
   a. Horace Mann
   b. Blue Cross/Blue Shield
   c. Virginia Employee's Group Life Insurance
   d. Disability Insurance
3. Taxes:
   a. Federal Income
   b. State Income
   c. Social Security
4. Miscellaneous:
   a. U. S. Savings Bonds
   b. Approved Tax Sheltered Annuities
   c. Virginia Supplemental Retirement Systems
   d. Rent for College Housing
   e. Dining Hall Meal Privileges
   f. State Credit Union
   g. Radford College Foundation

Retirement Benefits

The annual service retirement allowance upon retirement at age sixty-five (65) will equal 1-1/2 percent of the average annual compensation paid during the three highest consecutive years of credit service, multiplied by the number of years of credited service.

Example

1972-73 — $10,000
1973-74 — $11,000
1974-75 — $12,000

Total $33,000 ÷ 3 = $11,000 (Average Final Salary)

$11,000 x .015 = $165.00 (Benefit per year of service)

$165.00 x 35 years = $5,775 (Annual VSRS Benefit)

Information pertaining to disability or early retirement may be obtained in the Personnel Office.

Workmen's Compensation

Radford College employees are eligible under the Virginia Workmen's Compensation Act to receive compensation for loss of pay and medical bill incurred through injuries received on Radford College's premises and/or while working for Radford College. Compensation for loss of pay is calculated at the rate of 2/3 their average salary. No compensation shall be allowed for the first seven (7) days of incapacity resulting from an injury unless the incapacity continues for a period of more than six (6) weeks.

If the period of incapacity exceeds six (6) weeks, then compensation shall be allowed from the first day of such incapacity. Notification of all injuries will be reported to Personnel by means of the Accident Report forms provided to all departments. Prompt submission of these reports will allow compensation to be provided with a minimum period of waiting.

AGENCY GRIEVANCE FORM

GRIEVANT: _____

DATE GRIEVANCE SUBMITTED: _____ DATE OF OCCURRENCE WHICH PROMPTED GRIEVANCE: _____

GRIEVANCE: (Explain in your own words what has occurred) _____

WHAT PERSONNEL POLICY OR POLICIES ARE REFERRED TO ABOVE?

SECOND STEP MEETING:

SUPERVISIONS REPLY: _____

(SUPERVISOR) (DATE AND TIME)

THIS DECISION (IS) (IS NOT) ACCEPTABLE.

(GRIEVANT) (DATE AND TIME)

THIRD STEP MEETING: DATE: _____ TIME: _____

SUPERVISIONS REPLY: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____ _____

(GRIEVANT) (DATE AND TIME)

THIS DECISION (IS) (IS NOT) ACCEPTABLE.

_____ _____

(GRIEVANT) (DATE AND TIME)

REQUEST FOR PANEL HEARING

GRIEVANT: _____

DATE GRIEVANCE SUBMITTED: _____

GRIEVANCE: (Explain in your own words why you are requesting a panel hearing)

_____

_____

_____

DECISION OF PANEL HEARING

Employee's Name:

Date of Hearing:

Appearances:

For the Employee:

For the Agency:

The Issue

Evidence

Argument

Employee:

Agency:

(OVER)

7d

Opinion

Decision and Award

Signed: (Panel Members)

Date:

Unemployment Compensation

Effective January 1, 1972, Radford College and other State institutions became employers whose employees were included in the unemployment insurance program created by the Virginia Unemployment Compensation Act. This program provides income to individuals who are out of work through no fault of their own, with past earnings being used to establish the amount of compensation each individual may receive. The amount of compensation varies ranging from twenty dollars per week for twelve weeks to a maximum of seventy dollars per week for twenty-six weeks. Radford College, as a reimbursable employer, repays the Virginia Employment Commission dollar for dollar for benefits based upon wages earned at Radford College.

An unemployed individual shall be eligible to receive benefits during any week that:

1. He has registered for work and filed a claim at any Virginia Employment Commission Office.
2. He has continued to report as directed to the Employment Service.
3. He has served a waiting period of one week in each Benefit Year before becoming eligible for payments.
4. He is able and available for work and actively seeking work.
5. He has worked in covered employment and has had sufficient earnings in two calendar quarters of the Base Period to meet the monetary qualifications as required by the Benefit Table.
6. He has reported all wages, pensions, severance and vacation pay which is not equal to or in excess of his Weekly Benefit Amount.
7. He is not unemployed due to a labor dispute in active progress or to a shut-down or start-up operation caused by such a dispute.
8. He has performed services for an employing unit during thirty (30) or more working days since the beginning of a prior Benefit Year during which he received benefits to re-qualify for a valid claim.

A. Employment Policies and Procedures for Classified Employees

Employment Status

1. Permanent Position
   a. Definition - a position which is included on the official list of permanent positions established by the college and approved by the State Division of Personnel.
   b. The benefits of being employed in a permanent position are:
      (1) Accumulation of sick leave
      (2) Accumulation of annual leave
      (3) Membership in the Virginia Supplemental Retirement System.
      (4) Membership in the Blue Cross/Blue Shield State Hospitalization Plan.
   c. Continued employment in permanent position is generally limited by only two factors:
      (1) Continued merit and fitness on the part of the employee and
      (2) Continued workload and funding to support that position.
   d. All personnel will normally be hired in a permanent status.
2. Temporary Position
   a. Definition - a position which is established to allow accomplishment of a specific task for a period of six months or less.
   b. A temporary employee will:
      (1) Not accrue annual or sick leave
      (2) Not participate in the Virginia Supplemental Retiremental System
      (3) Expect employment to be terminated with two weeks notice.
   c. Temporary positions may be established by the individual budget directors within their budget resources. The employment policies on the following pages apply to both permanent and temporary positions.
   d. At the request of the supervisor a new employee may be hired in a temporary status to provide a probationary period during which the employee and supervisor can determine if permanent employment will be mutually beneficial. The period of temporary status will be from three to six months.
3. Submit a PR-14 (instructions and sample follow)

Hours of Work

1. Work Schedules

   The normal hours of employment at Radford College are eight to five, Monday through Friday. In areas requiring extended coverage (Power Plant, Food Service, etc.) the individual supervisors are responsible for scheduling employees to cover the various shifts required.

2. Coffee Break

   It is college policy to allow each employee a 20 minute coffee break (rest period) during the morning. When there is more than one employee in an office, the break periods will be split, i.e., one secretary will go from 10:00 to 10:20 and the other from 10:20 to 10:40. It is recognized that on special occasions some personnel may want to add their coffee break time to their lunch hour in order to accomplish some special business or social transaction. This requires the immediate supervisor's approval and is permitted for special occasions and not allowed as a daily or weekly routine. It is also recognized that there will be exceptional cases where the lunch hour may be taken at at a time other than the established time. This also is authorized on an exceptional basis with the concurrence of the immediate supervisors.

3. Lunch Periods

   Radford College employees will observe a one hour lunch period, normally from 12:00 until 1:00. Deviation from this schedule must be authorized by the immediate supervisor. When there is more than one employee in an office, the lunch periods will be split, i.e., one secretary will go from 12:00 until 1:00 and the other from 1:00 until 2:00. This will allow for reception of visitors and telephone answering service on a continuous basis.

4. Special Absence

   The presence of employees' children in offices or other work areas on a routine basis is not permitted. As a result, some employees may have to pick up their children at school in the afternoon and take them home. These employees may use their morning coffee break time (20 minutes) in the afternoons to accomplish this.

5. Work Hours

   a. Radford College has established a work week that begins with Friday and ends with Thursday, a uniform recurring period of 168 hours in the form of seven consecutive 24 hour periods.

   b. The established rate of pay for the classified employee is based upon a forty (40) hour work week. A reduction in the required work hours will result in a corresponding loss of pay unless the absences from duty result from observance of state holidays or are authorized leaves of absence with pay. That work time in excess of 40 hours in a work week constitutes overtime and is compensated for at a rate of one and one-half times the regular rate of pay. Except under emergency conditions, no overtime work is permitted without proper authorization.

   c. Present policy requires that employees working extra non-scheduled hours be scheduled for sufficient time off within that same work week to insure that the total hours of work for any employee does not exceed a maximum of forty hours per work week.

   d. A supervisor may not credit an employee with compensatory time (even at one and one-half hours for each overtime hour worked) for overtime earned with the understanding that it can be taken at some mutually agreed upon later date.

   e. In general, "hours worked" include all the time an employee is required to be on duty or on the premises or at a prescribed work place and all the time during which he is permitted to work for Radford College. (This does not apply to College Hostesses residing in dormitories.)

   f. Meal periods during which the employee is completely relieved from duty for the purpose of eating regular meals are not work time. But if meal periods are frequently interrupted by calls to duty the employee would not be considered to be relieved of all duties and the period must be counted as hours worked. Coffee breaks or time for snacks are counted as part of an employee's working time.

Staff Replacement Procedure

The supervisor who becomes aware of a need to replace a staff member (non-professorial) should gain the approval of his Vice President and then consult with the Personnel Director concerning the future appointment.

Correct procedure for this action is summarized below:

1. Supervisor obtains approval of his Vice President.
2. Supervisor consults with Personnel Director.
3. Supervisor refers any desired candidate to Personnel Director.
4. Personnel Director submits minimum of two qualified candidates for interview by Supervisor.
5. Supervisor interviews and selects candidate of his choice.
6. Supervisor notifies Personnel Director of choice and beginning date of employment.
7. Personnel Director contacts applicant and confirms employment.
8. Personnel Director forwards request for employment through Vice President for Business and Finance to State Personnel Department for approval (routine).

The supervisor who becomes aware of a need for a new position (non-professorial) should gain the approval of his Vice President and then consult with the Personnel Director concerning the future appointment. When no allocation has been budgeted to provide a salary for such a position, the approval of the Vice President for Business and Finance would be required before further action can be taken.

Transfer and Reassignment

1. Temporary Reassignment
   a. Office Personnel
      (1) May be transferred between staff and department offices to handle normal workloads during short term illness or vacations of regular employees.
      (2) Supervisors and the Personnel Director must concur and be so notified before reassignment.
   b. Custodial Personnel
      (1) May be transferred or reassigned from one area of responsibility to another by the Housekeeping Supervisor when:
         (a) Personnel are absent from work unexpectedly.
         (b) Personnel are absent because of short term illness or vacation.
         (c) Periodic workload in an area requires additional personnel.
      (2) Offices and departments affected by the change in personnel will be notified by the Housekeeping Supervisor prior to the change if at all possible.
2. Permanent Transfer
   a. Office Personnel
      (1) May be transferred to affect a promotion.
      (2) May be transferred where extreme personality conflict exists between supervisor and employee and Personnel Director determines that the employee's competence would be beneficial to the College in another position. Recipient supervisor must concur in transfer.
   b. Custodial Personnel
      (1) May be transferred to affect a promotion.
      (2) May be transferred to fill a vacancy where experience is required that would not be expected of a new employee.
      (3) Housekeeping Supervisor will obtain the concurrence of the Director of Auxiliary Enterprises before affecting transfers under this paragraph. The senior staff or faculty member responsible for the areas involved in transfer will be notified in advance by the Housekeeping Supervisor.

Establishing a New Permanent Classified Position

The College will submit its requirement for additional personnel positions in the biennium budget request to the General Assembly. A separate justification for each position will be included in the budget exhibit.

When a new permanent position is authorized by the General Assembly, it may be established no earlier than July 1 of the fiscal year in which funds were provided.

To establish a position, the Personnel Director will:

1. Obtain funding certification from the Budget Director
2. Obtain a job description from the prospective supervisor
3. Prepare a Form P-5
4. Obtain the President's signature on all copies of Form P-5
5. Submit Form P-5 to Division of Personnel in the Governor's Office

6. After receipt of the approved Form P-5 from Division of Personnel and Division of the Budget, notify supervisor that he may act in accordance with employment procedures to staff the new position.

In all instances, the positions are established based on the requirements of the job and not the merits or qualifications of the person.

G. O. Form P-5 (Rev. 10-70)
Submit THREE copies to the Division of Personnel.

REQUEST RELATED TO POSITION(S)

Rec'd _____ 13
P-5 _____
Vis. estab. list _____
Coded _____

Agency Title | Agency Code | Organization Unit

PART I.

☐ Reallocate existing position(s) (List old and new class title.)

☐ Establish new position(s) Total number of positions _____ Position number(s) _____

☐ Change existing position(s): ☐ Hours ☐ Months ☐ Status

Effective date _____ to _____ (If temporary or restricted)

Old class title _____ | _____
Class code | Class title

New class title _____ | _____
Class code | Class title

Alt. class title _____ | _____
Class code | Class title

Months/year _____ Hours per week _____

ACTION:

Status (Mark X in one box only):

	Perm	Temp	Restr	Seas
Full time	1	2	3	4
MSC	11	12	13	14
Part time	5	6	7	8
MSC	15	16	17	18

Source of funds:

	App	Act	S-Act	Percent
1				
2				
3				

Place of work (County or City) _____ Code _____

Appointing Authority | Date | Director of Personnel | Director, Division of the Budget

PART II. SUPPLY THIS INFORMATION ONLY FOR REALLOCATION REQUESTS:

1. Name the incumbent (or the last incumbent if the position is now vacant). _____

2. State the number of employees engaged in the same or similar work. (Name not more than four.) _____

3. What are the reasons for the changes in the duties of the position(s)? _____

PART III. SUPPLY THIS INFORMATION ONLY FOR REQUESTS FOR NEW POSITIONS OR CHANGES IN EXISTING POSITION(S). _____

1. This position was (was not) included in the applicable agency biennium budget request.

2. Explain the need for the requested position(s). _____

RSN

3. List the aggregate full-year cost for all established classified positions (including this and other pending requests) in the Budget Document activity, as of the submission date of this form. $ _____

4. List the amount provided in the annual appropriation (before adjustment for turnover and vacancies) for classified position salaries in the Budget Document activity. $ _____

5. If the amount in No. 3 exceeds that in No. 4, state the means of financing the excess during each year of the current biennium. _____

LA

6. State the number of employees engaged in the same or similar work. (Name not more than four.) _____

2½

CONTINUED ON REVERSE

Termination of Classified Status Employment

1. Removal for Cause:
   a. A temporary status employee's employment may be terminated after he has been given two weeks' notice. A valid reason for termination should exist, i.e., elimination of work load, shortage of funds, inability of employee to accomplish work, etc.
   b. A permanent employee may be separated from State service with fifteen (15) days notice for good and sufficient cause. The employee has the right to request a hearing before the College's Hearing Committee within 30 working days of receiving notice.
   c. Any employee may be suspended without pay for a period not exceeding 30 days, or reprimand, or apply other less drastic disciplinary measure to, any employee under his control for any violation of the rules of his agency or for insubordination or willful neglect of duty. Any suspension that would have the effect of making the total amount of pay lost, by reason of suspension during any twelve-month period, greater than the pay for the thirty days shall be considered a removal. When a suspension is effected pending completion of investigation or court action for alleged violation of rules or statutes, the limitation of thirty days shall not apply; also, if the employee is found not guilty of such alleged violation, he may, upon request of the supervisor, be paid for the period of suspension as if it had not occurred.
   d. As a "less drastic disciplinary action" the supervisor may withhold annual and sick leave accrual from an employee found to have made incorrect reports concerning absence on leave. Such action shall not apply to leave accrued prior to the finding and shall not be effective for more than six calendar months for any one period of incorrectly reported absence.
   e. The general exception to the above policy is where an employee's personal conduct requires his immediate removal from the campus. Examples would include reporting to work under the influence of alcohol or narcotics and gross insubordination. Under these circumstances, a temporary employee could be discharged verbally without a waiting period and a permanent employee with a three-day notice. Although the three-day notice is required for the permanent employee, he can be directed to leave the campus immediately but will receive pay for the three-day notice period.
   f. At the time of removal (notice):
      (1) A permanent employee will be given, in writing, from the Departmental Supervisor, the reasons for the action.
      (2) A temporary employee will be given, orally, by his supervisor, the reason for the action. This action is final for the temporary employee.
   g. If the permanent employee requests a hearing, he will do so in writing to the President of the College. The President will set a date and place which, insofar as is practicable, will meet the convenience of all concerned. The Vice President for Business and Finance will chair the committee to hear the arguments. The Treasurer and Personnel Director will sit as Member and Secretary, respectively, on the Committee.
   h. The hearing room arrangements will emphasize the informal nature of the proceedings. Conference space will be provided for the removed employee and his representative(s), if he elects to designate any.
   i. Oaths will be administered by the Personnel Director, who is a Notary Public.
   j. The hearing will be opened, and the verbatim record (taken by stenographer and/or tape recorder) will begin with a statement in the following vein:
      (1) "This is a hearing being conducted at Radford College on_____ in accordance with a request made by Mr._____. Mr._____ (is) (was) an employee of Radford College. He (has been) (was) in the State's service from_____ to _____. The purpose of this hearing is to establish a complete record of reasons for the removal and to provide Mr._____ with an opportunity to state his side of the removal situation as a matter of record.
      (2) This hearing is not a formal trial. It will not be conducted as a court proceeding, and technical rules of evidence will not apply. It is desired that a record be completed which will relate all reasonable pertinent information. Evidence or testimony which is not material or relevant to the case will not be permitted."

k. The following is a general procedure to be followed, each participant first being appropriately sworn before being permitted to offer statements or testimony:
   (1) The Committee Secretary will first state the reasons for the removal and will explain the basis for each; the Committee may call witnesses and may question the removed employee. The removed employee or his representative may cross-examine.
   (2) Next, the removed employee or his representative will have an opportunity to state his reason for the appeal; he may call witnesses - including those previously testifying - and may question them. The Committee may cross-examine.
   (3) Rebuttal and surrebuttal may be allowed by the Chairman of the Committee.
   (4) At the close of the hearing the Committee Secretary and the removed employee will each be given the opportunity to make a summary statement.
   (5) Not later than ten (10) days following the close of the hearing, the President of the College will write (by Certified mail) the removed employee that (1) the removed action has been changed (and in what respect) or confirmed, and (2) a request for review can be filed with the Board of Visitors of Radford College within ten (10) work days following receipt of the letter.
   (6) Not later than ten (10) work days following a review by the Board of Visitors, the employee will be notified by certified mail of its decision.
   (7) Any further appeal must be filed by the employee with the State Director of Personnel within ten (10) work days following receipt of the letter from the Board of Visitors.

l. If the review confirms the removal, a copy of the hearing transcript will be forwarded to the State Director of Personnel within ten (10) days following notification to the removed employee.

m. The normal time for retirement of non-professorial personnel would be the first day of the month following the 65th birthday. In certain exceptional cases, the employee may be permitted by the administration to continue his employment to date no later than the first June 30 after he reaches the age of sixty-five (65). They may be re-employed in a temporary status when a replacement with their skills cannot be recruited.

Non-Discrimination Policy of Employment

Following is the policy of Radford College:

1. Applicants for employment and employees will be considered and treated without regard to their age, race, color, religion, sex or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation, and selection for training.

   Specifically as pertains to sex discrimination, the following policies are a part of the College's overall policy on non-discrimination:
   a. Supervisors are prohibited from making any distinction based upon sex in employment opportunities, wages, hours or other conditions of employment.
   b. Supervisors are prohibited from making any distinction in employment conditions between married and unmarried persons of one sex unless the same distinctions are made between married and unmarried persons of the opposite sex.
   c. The College will not advertise for workers in newspaper columns headed "Male" or "Female" unless sex is a bona fide occupational qualification.
   d. The College will not deny employment of women with young children solely for that reason.
   e. The College will not terminate the employment of an employee of one sex in a particular job classification upon their reaching a certain age unless the same rule is applicable to the opposite sex.
   f. The College will not maintain a seniority list based solely upon the sex of the employees.
   g. The College will not maintain wage schedules related to or based on the sex of employees nor discriminatorily restrict one sex to certain job classifications.
   h. The College will not specify any differences on the basis of sex in either mandatory or optional retirement age.
   i. The College will not deny a female employee the right to any job she is qualified to perform such as prohibiting women from working in certain types of occupations or from working at jobs requiring more than a certain number of hours.

2. Procedures for Implementation of Equal Employment Opportunity Policy. Personnel whose duties encompass recruitment and employment will continue to review policies and practices to assure equal opportunity of employment based on bona fide occupational qualifications. No employee or applicant for employment shall be subjected to discrimination because of sex, age, race, religion, national origin, political affiliation or physical characteristics.

Equal employment opportunity notices shall be posted in conspicuous places on the Radford College Campus where personnel notices are customarily displayed and included in all job advertisements.

Persons who wish to be considered for employment shall have the opportunity to file an application. Comfort, convenience, respect, and due dispatch shall be equally assured to all applicants. Application shall be kept on file for one year to insure equal treatment of all applicants.

Hiring qualifications for both entry and experience level jobs will be based upon job requirements. Applicants may be hired who do not, at the time of employment, fully qualify for a particular class of position, provided the deficiency in qualification can be eliminated through orientation and on-the-job training. Tests shall be practical and appropriately validated.

On-the-job training will be provided to prepare employees to meet the full requirements of their jobs. Special programs shall be developed to meet specific training needs.

Leaves

1. Annual Leave (Vacation)
   a. Classified Permanent Personnel accrue Annual Leave (Vacation) as follows:

Length of State Service	Annual Leave
Less than 5 years	96 hours - 12 days Earned at the rate of eight (8) hours per completed month of service.
5 to 10 years	120 hours - 15 days Earned at a rate of ten (10) hours per completed month of service.
More than 10 years	144 hours - 18 days Earned at the rate of twelve (12) hours per completed month of service.

   b. In addition to the aforementioned leave, there are eleven (11) legal State holidays granted to the Classified Permanent Personnel. These are:

New Year's Day	January 1
Lee Jackson's Day	Third Monday in January
Washington's Birthday	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Election Day	Tuesday following the first Monday in November
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November
Christmas Day	December 25

c. If a holiday should fall on Sunday, the following Monday shall be observed as a holiday. If a holiday should fall on a rest day other than Sunday, the employee earns compensatory leave which must be taken within the next 12 calendar months.

d. The College is closed on New Year's Day, Labor Day, Thanksgiving Day and Christmas Day. Only Security and Physical Plant Personnel are required to work on these days.

e. The College resumes normal schedule during the other State legal holidays since the students are on campus and therefore, require the services rendered by the College.

f. Leave cards for the monthly classified employees are to be completed and returned to the Personnel Office by the fifth (5th) day of each month in order for the pay records to be adjusted for those employees who have used excessive leave. This leave card must be signed by the employee and his supervisor each month. When this leave card is received by the Personnel Office, the leave information is recorded on the master leave card and then returned to the employee.

g. Leave cards for the semi-monthly classified employees are to be completed and returned to the Personnel Office by the sixteenth (16th) day and the last day of each month in order for the pay records to be adjusted for those employees who have used excessive leave. This leave card must be signed by the employee and his supervisor each month. When this leave card is received by the Personnel Office, the leave information is recorded on the master card and then returned to the employee.

h. All employees are to secure permission from their supervisor before taking any annual (vacation) leave. This request should be made in advance in order for the supervisor to plan the workload.

i. All Supervisors and Departmental Heads are to inform their appropriate Vice President of the information needed by the following dates:
   (1) November 1 - the dates of absence from campus for the Christmas Holidays.
   (2) May 1 - the dates of absence from campus for summer vacations.

j. All Classified Permanent employees are encouraged to take their authorized annual leave; however, the State recognized the fact that some employees are unable to utilize all leave earned each year. Accordingly, the State policy states the following annual leave limitations at employment termination or the end of the calendar year:
   With less than 5 years of service - 192 hours (24 days)
   With 5 to 10 years of service - 244 hours (30 days)
   Over 10 years of service - 288 hours (36 days)

k. All Classified Permanent employees are paid for leave balances accumulated to the date of employment termination. This amount cannot exceed the total number of hours an employee is eligible to accrue within one calendar year of State service.

l. A person who is re-employed by the College will accrue leave for continuous service beginning with the most recent date of employment.

m. No leave of absence with pay will be granted to an employee with anticipation of future earned leave. Leave is not to be taken during the period in which it is being earned.

2. Sick Leave

a. Classified Permanent Personnel accrue ten (10) hours of sick leave per completed month of State Service. Sick leave can be accumulated without regard to maximum accumulation.

b. When an employee is absent from work due to illness, he should notify his supervisor as soon as possible in order for the workload to be adjusted.

c. Verification: The justification for any sick leave used shall be subject to verification by the Personnel Director in the form of a certificate submitted by the employee's physician. This certificate must state the nature of the illness responsible for the employee's absence from work. In the case of extended absence, the probable duration of disability should be reported. A certificate must be submitted for any absence in excess of 480 work hours.

d. Justifications. Sick leave may be utilized in the following instances:
   (1) An illness of injury incapacitating the employee to perform his duties.
   (2) Exposure to a contagious disease such that presence on duty would jeopardize the health of fellow employees or the public.
   (3) Appointment for medical or dental examination or treatment related to health when such an appointment cannot reasonably be scheduled during non-working hours.
   (4) An employee may elect to charge absence required for an illness or a death of an immediate family member to his accumulated sick leave. However, the maximum of six (6) days per calendar year (no more than 3 days consecutively used for any case) may be utilized in this instance. The "immediate family," in this application, includes only: the employee's parents, spouse, children, brother or sister and any relative living in the household of the employee.

e. Sick leave shall not be utilized when the Personnel Director determines that the absence was a result of unauthorized non-state employment.

f. Doctor's Certificate. A doctor's certificate is required for any employee's absence exceeding a period of three (3) days. The certificate is filed in the concerned employee's personnel file within the Personnel Office. In the event that a doctor's certificate is not received, the employee's absence will then be charged against his accumulated annual or compensatory leave.

3. Absence Without Leave

Absence without leave includes failure to report to work or failure to remain at work during appointed hours. When such an absence is not subsequently justified by the Personnel Director, it cannot be charged to accumulated leave and can result in disciplinary action.

4. Maternity Leave (Classified Permanent Personnel)

a. Maternity leave may be taken as a leave of absence without pay.

b. The employee, per advice of her physician, will determine the state of pregnancy at which she will commence her leave of absence. The length of her leave of absence may not exceed eight weeks following the delivery date unless additional time is recommended by her physician and approved by her immediate supervisor. In the interest of the health of the concerned employee and to facilitate scheduling for a replacement, the minimum amount of maternity leave to be taken is thirty (30) days.

c. State employees suffering disabilities caused or contributed to by pregnancy, miscarriage, abortion, childbirth and recovery therefrom, and who plan to return to work following the termination of their disability will be allowed to charge a portion of this absence to her accumulated sick leave under certain conditions listed below:

(1) In order for an employee to be eligible for this benefit, she must, upon learning of her condition, provide her supervisor with a statement certifying her estimated delivery date and also the date which she and her physician conclude that she must cease work because of her medical disability. The latter statement must be furnished to her supervisor at least thirty (30) days prior to the employee's cessation of work. If there are any subsequent changes in either of the dates furnished, notification must be provided the supervisor immediately.

(2) Only that period of the employee's absence prior to and following delivery and certified by her physician as medically disabled can be charged to accumulated sick leave. Any other absence following cessation of work during which the employee elects to be absent from work must be charged to accumulated annual leave. In the event the employee has no accumulated annual leave, this absence must be taken as leave without pay.

Educational Leave

1. Class Attendance at Radford College - Job Related Courses

a. An employee may audit classes during working hours, without credit and at no charge under the following conditions:

(1) The employee's supervisor notifies the Personnel Director in writing that the employee can be excused from work for the period required.

(2) The Vice President for Business and Finance concurs that the course is job related.

(3) The employee will not be entered on the class rolls.

(4) The employee will take no more than three quarter hours during working hours per quarter.

b. An employee may enroll in classes during working hours <u>for credit</u> under the following conditions:

(1) The employee's supervisor notifies the Personnel Director in writing that the employee can be excused from work for the period required.

(2) The Vice President for Business and Finance concurs that the course is job related or the course would enable the employee to become more informed and benefit the institution.

(3) All applicable fees and charges are paid by the employee.

(4) The employee will not take more than three quarter hours during working hours per quarter.

c. Waiver of Tuition (Instruction and Form attached)

d. All classified employees must process Waiver of Tuition forms through appropriate channels two (2) weeks prior to registration.

2. Class Attendance at Radford College - Non Job-Related Courses

An employee may take course work in classes which are not related to the person's job under the following conditions:

a. All applicable fees and charges are paid by the employee.
b. The employee's leave time will be charged for the time spent in class during working hours.
c. The employee must have written approval from his supervisor to the Personnel Director stating that he can be excused from work for the periods required.
d. The employee will not take more than three quarter hours during working hours per quarter.

Employee Waiver of Tuition

Consonant with Radford College's commitment to the continued professional and personal development of its staff, a policy to permit employees to apply to pursue on-campus courses of instruction (degree and non-degree credit) offered by the College without paying tuition has been adopted.

The following application procedures apply:

1. Classified and professional staff
   a. Applicants for courses under this policy may not enroll for more than 9 quarter hours credit during any twelve month period nor more than one course per academic quarter.
   b. Applicants must obtain the prior written approval of the head of their department or activity before enrolling and should submit two copies of the approved application to the Personnel Department. One copy will be validated and serve as the authorization for the waiver of tuition.
   c. Applicants must file an application for admission with the Admissions Office and be officially admitted prior to initial enrollment.
   d. An employee may not be enrolled in any class section if a regularly enrolled student would be displaced.
   e. Private vocal or instrumental instruction or riding instruction is not authorized under this policy.
   f. Typically, persons applying under this policy may not enroll for courses during normal working hours. Exceptions to this rule may be granted to the extent that applicants may be excused from duties to attend classes for no more than three hours per week. If time spent in taking a course exceeds three hours per week, the additional time must be made up on an hour-for-hour basis.
   g. Any employee granted waiver of tuition agrees to refrain from resigning from College employment for a period of six months following completion of the quarter during which the most recent course was taken under this policy, or to reimburse the College for expenditures incurred on behalf of the employee. The College retains the option of employee termination.
2. Faculty
   a. A request to take a course for credit will be submitted in writing to the person's Department Personnel Committee at least one month before the course is scheduled to begin. A justification for taking the course for credit must be included.
   b. The Department Personnel Committee will rank the requests in the following manner: greater number of previous courses taken for credit by an individual lowers their priority, rank and years of service in rank would be used to separate those with equal numbers of courses taken for credit. Unusual benefit accrued to the department may override this ranking, if agreed to by a majority of the Personnel Committee.
   c. The Department Personnel Committee will submit a written recommendation to the Department Chairman for his approval.
   d. The Department Chairman will submit the recommendations to the Dean of the School.
   e. The Dean, together with the Vice President for Academic Affairs will make the final decision, based on the financial situation. The number of positions should be apportioned among schools in relation to the relative numbers of full-time teaching faculty in each school.

I. EMPLOYEE REQUEST FOR TUITION WAIVER

Employee's Name: _____

Social Security Number: _____

Faculty Rank, Administrative, or Classified Title: _____

I wish to enroll for _____ quarter _____
(Fall, Winter, Spring, Summer) (Year)

Course Number: _____ Course Title: _____

Credit Hours: _____

This course meets _____ hours per week.

I request a waiver of tuition for the above listed course. I agree to refrain from resigning from employment at Radford College for at least six months following the completion of the above course, or to reimburse the College for expenditures incurred on my behalf.

Date: _____ Signed: _____

Recommend Approval (Disapproval) Signed: _____
Department Personnel Committee Chairman (Date)

II. DEPARTMENT REQUEST

TO: Personnel Director

FROM: Department Head or Supervisor

Approval for waiver of fees for the above full-time employee is granted. This requested course will not interrupt the normal work schedule of my department or activity.

Date: _____ _____
(Department Head)

_____ _____
(Dean if appropriate) (Vice President)

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III. PERSONNEL OFFICE

A copy of the approved application for waiver of tuition has been included in the employee's personnel record.

Date: _____ _____
(Personnel Director)

Present an approved copy of this form to the Treasurer of Radford College at the time of registration.

Merit Increases

The State of Virginia classified employees system provides 4 to 7 steps within each pay scale depending on the particular specialty. An employee normally begins his service on the first pay step of the scale applying to his specialty. The employee will increase one step on the pay scale upon completion of six months of service and annually thereafter, until the top step is attained. Advancement, of course, is dependent upon meritorious service.

The employee's supervisor will receive two copies of the Service Rating Form (P-9) from the Personnel Director prior to the employee's completion of each year's service. If the supervisor approves of the increase, he will sign the form indicating approval and return one copy to the Personnel Director. The Personnel Director will have the President sign all copies of the Form P-3 when they are prepared and forward them to the Director of Personnel in the Governor's Office, as required.

If the supervisor does not recommend the employee for an increase, he will indicate the reason for disapproving on the back of the form. One copy of the completed form will be forwarded to the Personnel Director who will bring it to the attention of the Vice President for Business and Finance. After receiving the concurrence of the Vice President for Business and Finance, the Personnel Director will have the supervisor counsel the employee as to why the increase was not approved at that time. When the supervisor considers that the employee's performance has improved sufficiently to justify the increase (30, 60, or 90 days observation period), he will request from the Personnel Director two copies of the service rating form. Disposition of these copies is as cited above.

The supervisor will include comments on the next annual service rating that the employee received counseling and indicate what performance reaction was obtained.

Service Ratings

A service rating will be submitted annually on all classified employees. The Form P-9 will be used as the document to record the rating. The college Personnel Office will send such forms to the appropriate supervisors in May of each year.

The rating will be given by the immediate supervisor. The endorser, the individual who rates the immediate supervisor, will sign the form in the space provided indicating concurrence. If the endorser does not concur, the difference is to be resolved between the supervisor and the endorser.

An honest rating (appraisal) of the employee is absolutely required. Supervisors must be fair to the employee and the State. The listing of descriptive sentences relating to the various elements of an employee's performance being rated should be used to guide these ratings.

Whenever an increase is requested for a person whose most recent service rating includes any appraisals of "Poor" or more than two appraisals of "Fair", an explanatory note should accompany the request. A merit increase does not automatically go into effect upon merit date, as the increase is not given for length of service alone.

Rating and Endorsing Officials

ENDORSER	RATED BY	EMPLOYEE
	President	Secretary to the President Information Officer President's Home Maid
President	Assistant to the President	Secretary to the Assistant to the President
	Director of Information and Publications	Secretary to the Director of Information & Publications Information Technician Information Officer
	Director of Development and Alumni Affairs	Secretary to Director of Development & Alumni Affairs
	Vice President for Academic Affairs	Secretary to the Vice President
	Vice President for Student Affairs	Secretary to the Vice President
	Vice President for Business and Finance	Secretary to the Vice President Chief of Security Director of Auxiliary Enterprises Director of Physical Plant Director of the Budget Director of Personnel Director of Purchasing Manager of Printing Manager of Data Processing Chief Clerk, Post Office Locksmith Treasurer
Vice President for Business & Finance	Director of Auxiliary Enterprises	Secretary to the Director Director of Residential Facilities Bookstore Manager Laundry Manager Food Service Director Recreation Director

	Director of Physical Plant	Secretary to the Director Foremen Storekeeper Switchboard Operator
	Treasurer	Treasurer's Staff
	Director of Personnel	Personnel Staff
	Director of Purchasing	Purchasing Staff
	Manager of Printing	Printing Staff
	Chief Clerk, Post Office	Post Office Staff
	Chief of Security	Security Staff
	Budget Director	Secretary to the Director
	Manager of Data Processing	Data Processing Staff
	Director of Institutional Research	Secretary to the Director of Institutional Research
Vice President for Academic Affairs	Dean, School of Arts and Sciences	Secretary to the Dean Secretaries to Multiple Departments
	Dean, School of Education	Secretary to the Dean Secretaries to Multiple Departments
	Dean, School of Applied Arts and Sciences	Secretary to the Dean Secretaries to Multiple Departments
Deans	Departmental Chairmen	Secretaries to Individual Departments
Vice President for Academic Affairs	Dean, School of Graduate Studies	Secretary to the Dean
	Registrar	Secretaries to the Registrar
	Director of the Library	Librarian Assistants Secretaries to the Library
	Director of Audio Visual	Audio Visual Staff
Vice President for Student Affairs	Director of Admissions	Secretaries to the Director
	Dean of Students	Secretaries to the Dean
	Director of Financial Aid	Secretaries to the Director
	Director of Placement	Secretaries to the Director
	Staff Physician	Nurses Health Center Secretary
	Director of Student Union	Secretary to the Director Program Advisors Student Union Staff

	Residence Staffing Coordinator	College Hostesses
Director of Physical Plant	Crew Foremen Power Plant Superintendent Stable Manager	Crewmen Power Plant Supervisors Stable Workers
Director of Auxiliary Enterprises	Bookstore Manager Laundry Manager Director of Residential Facilities Food Service Director Recreation Director	Bookstore Staff Laundry Staff Supervisors Institutional Dietition Dietary Supervisors Storekeeper Supervisor Recreation Staff
Director of Residential Facilities	Supervisors	Custodians
Director of Food Service	Dietary Supervisors	Food Service Aides, Cooks and Bakers

How To Evaluate Employees

On the score sheet in the first column, there are six elements as follows: "Habits of Work," "Quality of Work," "Amount of Work," "Cooperation," "Intelligence" and "Initiative."

After each element are five adjectives--"Poor," "Fair," "Good," "Very Good" and "Excellent."

It is of the highest importance to check after each element that one adjective which most nearly describes the work of the employee to be scored.

In order that this checking may be very carefully done, the scorer is asked to observe the following:

Below, each element is set up, and following each element are five groups of expressions. Before checking any one element, study carefully all five groups. Select that group which most nearly describes the work of the employee and then on the score sheet check according to directions.

Sometimes it may appear that one or two expressions in one group and some expression in another group seem to fit the employee. It is essential, however, that one group be selected as more nearly describing the type of work and the score sheet be checked accordingly.

The employee is to be scored with direct reference to his job. Descriptive expressions are therefore to be interpreted in relation to the job or work done. Whether the employee be a clerk, stenographer, technician, or supervisor, it is thought to be more practicable at this time to vary the interpretation of the descriptive expressions to fit the particular work than greatly to enlarge the descriptions.

Habits Of Work

If the employee to be graded may be described by the following:

Frequently late in getting started to work.
Appears indifferent to his work and responsibilities.
Wastes time in visiting and talking.
Takes too much time with outside matters.
Seeks easy or avoids difficult tasks.
Is not industrious and does not concentrate on work.

Check "POOR"

If described by the following:

Usually regular in getting started to work.
Shows interest in work and some appreciation of responsibilities.
Attempts assigned tasks willingly.
Does not loiter around the office or otherwise waste time.
Shows evidence of some industry and determination.
Gives reasonable proof of capacity to improve in habits of work.

Check "FAIR"

If described by the following:

Prompt in getting started to work.
Shows appreciation of the job and its responsibilities.
Performs assigned tasks in acceptable manner.
Is primarily industrious and only occasionally and incidentally seems to waste time.
Is reasonably steady worker and keeps work up to date.
Performs work with tolerable speed.

Check "GOOD"

If described by the following:

Is diligent in beginning his work and in its performance.
Completes readily the tasks assigned.
Work done with reasonable speed.
Applies self to job with industry and in such manner as to raise no question about waste of time.
Not only keeps abreast of the work assigned, but shows willingness and capacity to make contribution to other work in the office.

Check "VERY GOOD"

If described by the following:

Is a most diligent worker.
Excels in the amount of work turned out and in the type of work done.
Demonstrates those habits of work which would make the highest contribution to office performance.
Handles office or field work with highest facility.

Check "EXCELLENT"

Quality Of Work

If described by the following:

Work of low grade, inaccurate and untidy.
Work not dependable.
Work slow and characterized by mistakes.
Little evidence of thoughts and care.
Not much evidence of skills required in job.

Check "POOR"

If described by the following:

Shows tolerable speed with only a few mistakes.
Work indicates some degree of care and thought.
Work is of a kind that can usually be depended upon.
Shows some knowledge of required skills.

Check "FAIR"

If described by the following:

Has reasonable skill in operation of required work.
Work shows good speed with only occasional mistakes.
Work commonly efficient.
Work shows evidence of understanding instructions and of conforming to them.
As a rule, work can be depended upon to be painstaking and accurate.

Check "GOOD"

If described by the following:

Work is skillful and shows real evidence of care and thought.
Different tasks assigned completed readily and results dependable.

Difficult tabulation, analysis of reports and similar work well and accurately done.
Work conforms to high standards.
All types of work thorough and dependable.

Check "VERY GOOD"

If described by the following:

Work shows exceptional throughness and accuracy.
Complicated tabulation and compilation, detailed analysis of special and technical reports and similar responsibilities assumed with confidence and always done in a dependable manner.
Type of work not only conforms to office standards, but shows evidence of making real contribution to improvement of such standards.
Results of tasks undertaken with only general supervision highly satisfactory.

Check "EXCELLENT"

Amount Of Work

If described by the following:

Little or no ability to follow a plan of work outlined.
Rarely completes assigned tasks.
Frequent repetition of work necessitated by mistakes.
Shows no facility to do a job specifically assigned.
Makes no contribution to actual flow of work in the office.

Check "POOR"

If described by the following:

Assigned tasks usually completed.
Shows ability to follow designated plan.
Does not hamper normal flow of work through the office.
Can understand directions and do well relatively simple tasks.
Work not retarded by lack of facility in procedures or adaptation to new methods.
Amount of work not seriously handicapped by repetition, recopying, etc., necessitated by errors.

Check "FAIR"

If described by the following:

Ability to plan simple work.
Assigned work reasonably well done.
Makes some contribution to the actual flow of work through the office.
Completes assignment in reasonable time.
Follows plan outlined for office work in such way as to cause no holdup or delay.

Check "GOOD"

If described by the following:

All assigned work well and promptly done.
Expeditious in tasks assigned.
Makes real contribution to the general flow of work.
Able to suggest how to secure quick and satisfactory results.
Shows capacity to complete own tasks and to give real assistance in the performance of related jobs.

Check "VERY GOOD"

If described by the following:

Unusual ability to plan work in such way as to invite the largest accomplishment.
Work done in unusually expeditious manner.

Makes real and evident contribution to the general flow of work.
Set example for the amount of work which can be accomplished with speed and accuracy.

Check "EXCELLENT"

Cooperation

If described by the following:

Is indifferent to office requirements.
Lacks interest in his own tasks or those of others.
Seems to be unable to get on with others.
Gives evidence of insubordination.
Lacks tact.
Is inclined to grumble.

Check "POOR"

If described by the following:

Shows some degree of responsibleness.
Makes an effort to adjust himself to office organization.
Tries to work in harmony with others.
Is reasonably obedient to the rules and regulations for the office.
Shows evidence of tack and consideration for others.

Check "FAIR"

If described by the following:

Follows acceptably well rules and regulations laid down for the office.
Recognizes authority over him.
Works acceptably well with others as a member of a team.
Shows some consciousness of individual responsibility and group responsibility.
Does not repel others by lack of tact.
Makes some contribution to esprit-de-corps of the office.

Check "GOOD"

If described by the following:

Is fully conscious of responsibility to higher authorities.
Works well in the office as a member of an active and intelligent team.
Shows tack and consideration for others.
Can be depended upon to carry his part of the load.
Is a reliable factor in office procedure.
Exhibits always a keen interest in the welfare of the office as a whole.

Check "VERY GOOD"

If described by the following:

Is deeply consicious of the unity of the office force.
Shows keen appreciation of the relation of the office force to the agency and to the State.
Presents a fine example of cooperative service.
Gives evidence of real leadership.

Check "EXCELLENT"

Intelligence

If described by the following:

Appears to be dull and confused.
Does not seem to grasp the meaning of instructions or directions.
Shows little ability to learn new work.
Shows slow mental reaction to any office procedure.
Easily rattled and unstable in thinking.

Check "POOR"

If described by the following:

Seems to understand instructions reasonably well.
Shows some ability to learn new work.
Reacts well to simple directions.
Shows some independent thinking but needs careful supervision.

Check "FAIR"

If described by the following:

Learns new work with reasonable facility.
Understand directions and can interpret duties to be performed.
Can do simple tasks without constant supervision.
Can grasp the significance of statements, facts or figures presented.
General mental reactions give evidence of average ability to think.
On data presented which is not particularly advanced or complicated, can reach safe conclusions.

Check "GOOD"

If described by the following:

Is mentally alert.
Has keen comprehension of propositions presented.
Can grasp the significance of statements, facts or figures presented.
Can undertake important work without supervision.
Is quick and sure in the mastery of new tasks.
Quickly and readily meets new conditions and forms conclusions on the spot.

Check "VERY GOOD"

If described by the following:

Gives evidence of an unusually keen mind.
Process of thinking and working shows fine powers of analysis.
Can meet emergencies with confidence.
Unusually capable of concluding at once in exceptional conditions what ought to be done and how to handle it.
Can grasp with rare facility the duties, programs and requirements of office or field.
Exhibits fine qualities of control and supervision.

Check "EXCELLENT"

Initiative

If described by the following:

Shows little or no capacity for independent action.
Has to be told repeatedly what to do and how to do it.
Apparently cannot perform simple tasks without specific directions.
Appears to lack the capacity for independent thinking.

Check "POOR"

If described by the following:

In simple tasks gives evidence of thinking things out for himself.
Shows modest ability to originate.
Occasionally suggests improvements in simple office or field procedure.
Has capacity for proper procedure after receiving simple, direct instructions.
Shows some degree of inventiveness.

Check "FAIR"

If described by the following:

Sometimes suggests new office or field procedures.

Does not appear to be lost at a departure from routine.
Can adapt work reasonably well through periods of stress.
Given a general outline of instructions, is able to fill in acceptable details.

Check "GOOD"

If described by the following:

Has ability of quick adaptation to changed conditions.
Can suggest new and improved methods of work.
From mere outline, can accurately fill in details and develop procedures and functions.
Shows real imagination which does not run wild but keeps within bounds of practical and improved performance.
Is inventive enough to take new work and new procedures and adjust to regular office or field performance.

Check "VERY GOOD"

If described by the following:

Shows fine capacity to readjust work and procedures to meet emergencies.
Can wisely and adequately revise practices to meet new situations.
Has ability to organize with exceptional skill new operations and perform new functions.
Gives evidence of high inventiveness and original thought.
Always knows what to do in times of storm and stress.

Check "EXCELLENT"

G. O. Form P-9 (Rev. 12-70)
(Submit one copy of this form to the Division of Personnel.)

COMMONWEALTH OF VIRGINIA

SERVICE RATING

AGENCY TITLE	AGENCY	POSITION	TRAN	EFFEC. DATE	SOCIAL SECURITY NO.	SERVICE RATING	CLASS C

EMPLOYEE NAME LAST FIRST	INIT.	APPR.	ACTIV.	S-ACTIV.	PER CENT	CLASS TITLE

CHECK APPLICABLE ADJECTIVE UNDER EACH ELEMENT

HABITS OF WORK	AMOUNT OF WORK	QUALITY OF WORK	COOPERATION	INTELLIGENCE	INITIATIVE
POOR 0 ☐	POOR 0 ☐	POOR 0 ☐	POOR 0 ☐	POOR 0 ☐	POOR 0 ☐
FAIR 2 ☐	FAIR 2 ☐	FAIR 2 ☐	FAIR 2 ☐	FAIR 2 ☐	FAIR 2 ☐
GOOD 3 ☐	GOOD 3 ☐	GOOD 3 ☐	GOOD 3 ☐	GOOD 3 ☐	GOOD 3 ☐
VERY GOOD 4 ☐	VERY GOOD 4 ☐	VERY GOOD 4 ☐	VERY GOOD 4 ☐	VERY GOOD 4 ☐	VERY GOOD 4 ☐
EXCELLENT 6 ☐	EXCELLENT 6 ☐	EXCELLENT 6 ☐	EXCELLENT 6 ☐	EXCELLENT 6 ☐	EXCELLENT 6 ☐

Was this rating discussed with the employee? Yes ☐ No ☐

Rated By _____ _____
NAME CLASS TITLE

Approved _____ _____
NAME CLASS TITLE

NOTE

- BEFORE RATING THIS EMPLOYEE BE SURE THAT YOU UNDERSTAND THE ELEMENTS AS EXPLAINED IN THE PRINTED INSTRUCTIONS.
- IF EITHER 'POOR' OR 'EXCELLENT' IS CHECKED IN THREE OR MORE ELEMENTS, ON THE OTHER SIDE OF THIS REPORT DESCRIBE THE BASIS FOR THE EXCEPTIONAL RATING.

Where an explanation is required on the reverse side, carbon paper will be necessary.

After discussing service rating with employee, employee should indicate this action by initialing beside block checked yes.

25a

Counseling

Every employee has the right to know whether they are performing their jobs in the manner desired by their supervisor. The supervisor should fulfill his responsibility in this area through counseling sessions. These can take the form of informal or formal sessions and scheduled or unscheduled sessions. Examples of these are:

1. Informal and unscheduled - this would be an on the spot, daily compliment or constructive criticism of the employee's work.
2. Formal and scheduled - these counseling sessions would normally be as required; however, there are specific times when the supervisor must formally counsel his employees such as;
   (a) When the employee's work is continuously below the standards established by the supervisor.
   (b) Sixty days prior to the date on which the employee is to receive the annual merit increase if the employee's service as of that date has not been meritorious. The supervisor will inform the employee at that counseling session of the deficiencies noted. The employee will also be informed that a follow-up session will be held thirty days later. The final decision as to whether the employee receives the merit increase will be made after this sixty day re-evaluation period.
   (c) When the annual service rating is prepared for any employee, he will be shown the service rating. Verbal amplification of the deficiencies noted should be made at this session.

In all instances of a formal counseling session a written memorandum for the record will be made. Copies of the memorandum will be distributed as follows:

1. One copy to employee
2. One copy to Personnel Director (to be included in employee's personnel file)
3. One copy to Supervisor

Secretarial Workloads

Recognizing that no individual office is staffed to handle peak work loads and to insure the most effective utilization of the secretarial staff, it is suggested that Administrative Staff Heads and Department Chairmen notify the Personnel Director, by telephone, when they require additional temporary secretarial assistance. The Personnel Department will canvass various areas to locate secretaries who can volunteer their services. Maximum notice of requirements and work schedules will insure a more effective response.

Office Etiquette

Secretaries will not smoke while on duty within an office. There are no explicit restrictions concerning codes of dress; however, secretaries are expected to dress in a manner appropriate to their office.

Outside Employment

An employee shall not engage with any outside employment, private, business or professional during the designated working hours. An employee may engage with outside employment during non-working hours to an extent not to affect the usefulness as an employee of the Commonwealth. An employee who chooses to engage in such outside employment, business or professional, shall notify the President, who is required to notify the Director of Personnel in the Governor's Office of the nature and extent of the employment. This notification process will be transmitted through all supervisory levels.

Garnishment

Employees who fail to pay their bills or taxes may have their pay subjected to garnishment or levy. Where there is but one garnishment, or where such actions occurred infrequently over a period of time and the employee acted in good faith toward his employer and his creditors, no action of a disciplinary nature will be taken against the employee. The employee can be counseled on how to avoid future garnishment and, upon request, assistance may be given to arrive at a suitable payment plan between employee and creditor.

Where an employee has several garnishments and involves his employer, through lies or other means, in an effort to avoid payment of lawful debts he may be subject to dismissal.

Conflict of Interest Law

The following is quoted from Chapter 22, Code of Virginia, for the information and guidance of all employees.

Section 2.1-349

"(a) No officer or employee of any governmental agency shall:

(1) Be a contractor or subcontractor with the governmental agency of which he is an officer or employee, other than in his contract of employment, or have a material financial interest in any contract or subcontract with the governmental agency of which he is an officer or employee, and the fact that any such contract or subcontract is let after competitive bidding or by negotiation shall be irrelevant; or

(2) Be a contractor or subcontractor with any governmental agency other than the governmental agency of which he is an officer or employee, or have a material financial interest in any contract or subcontract with any governmental agency other than the governmental agency of which he is an officer or employee, unless full written disclosure of the interest of such officer or employee be made in advance, both to the governmental party of which he is an officer or employee and to the governmental agency with which such contract or subcontract is proposed to be made, and either (i) such contract be let after competitive bidding, or (ii) such contract be for property or services which, in the judgement of the governing body or administrative head of the governmental agency, made in writing and as a matter of public record, in the public interest should not be acquired through competitive bidding; or

(3) Be a purchaser at any sale made by him in his official capacity or by the governmental agency of which he is an officer or employee, except in respect to the sale of goods or services when provided as public utilities or offered to the general public on a uniform price schedule; or

(4) Solicit or accept money or other thing of value in addition to compensation, expenses or other remuneration paid him by the governmental agency of which he is an officer or employee for services performed within the scope of his official duties.

(b) The provisions of paragraphs (1) and (2) of subsection (a) of this section shall not be applicable:

(1) To the sale, lease or exchange of real property between an officer or employee and a governmental agency provided the officer or employee does not participate in any way as such officer or employee in such sale, lease or exchange, and this fact is set forth as a matter of public record by the governing body of such governmental agency or by the administrative head thereof; or

(2) To the publication of official notices; or

(3) To officers or employees whose sole interest in a contract or subcontract with the governmental agency is by reason of employment by the contracting firm, partnership or other business, unless such officer or employee participates or has authority to participate, in the procurement or the letting of such contract, in which event the provisions of such paragraphs shall be applicable; or

Section 2.1-351

"No officer or employee of any governmental agency or advisory agency shall:

(a) Offer or accept money or anything of value for or in consideration of obtaining an appointment, promotion or privilege with any governmental agency or with any advisory agency; or

(b) Disclose to any person not entitled thereto, information gained by virtue of his office or employment, nor otherwise use such information for his personal gain or benefit; or

(c) Accept any gift, favor or service that might reasonably tend to influence him in the discharge of his duties. (1970, c.463.)"

Grievance Procedure

Objective:

To afford an immediate and fair method for the resolution of disputes which may arise between an agency and its employees.

Policy:

A grievance shall be a complaint or dispute of an employee or employees regarding the application, meaning or interpretation of personnel policies or procedures as they affect the work activity of such employee or employees. Any condition of employment accepted by the employee at the time of employment or subsequent thereto shall not be grievable. All appeals resulting from employee removal or demotion will be administered under Rule 11.3.1 of the Rules for the Administration of the Virginia Personnel Act.

An employee filing a grievance shall have at every step the right to present witnesses and evidence to support his grievance with complete freedom from reprisal. This procedure does not confer the right upon anyone to make slanderous or libelous statements.

When the question of grievability cannot be satisfactorily resolved at the college level, the employee may make a request, and the college will forward such request, for a ruling of grievability from the State Director of Personnel, who shall respond within five days.

First Step:

An employee who has a grievance shall discuss the problem directly with his immediate supervisor and the grievance need not be reduced to writing until this step has been completed.

Second Step:

If the grievance is not resolved within ten (10) full working days after the first step meeting, the grievant may reduce his grievance to writing on a Grievance Form obtainable from the appropriate departmental office. The fully completed Grievance Form shall be delivered by the grievant to his immediate supervisor. The immediate supervisor and the next level of supervision shall meet with the grievant within two (2) full working days of receipt of the Grievance Form. The grievant may have a representative of his choice present at this meeting. A written reply by supervision shall be made to the grievance within three (3) full working days following the meeting.

Third Step:

If the supervisor's reply from the second step meeting is not acceptable to the grievant, he may request, in writing, a meeting within two (2) full working days with the next appropriate level of supervision. Supervision shall meet with the grievant within five (5) full working days of the grievant's request and reply in writing, to the grievance within three (3) full working days following the third step meeting. The grievant may have an employee of his choice present at this meeting.

Note: Radford College may, however, at its option choose a panel to hear the grievance in accordance with the provisions of the fourth step of this procedure.

Fourth Step:

If the supervisor's reply from the third meeting is not acceptable to the grievant, he may submit the grievance to the fourth step panel hearing. The request for a fourth step panel hearing shall be indicated by the employee on an additional form obtainable at the Personnel office. Request for panel hearing must be received by supervision within seven (7) full working days of the receipt of the third reply.

A panel shall be selected in the following manner:

An employee request for a fourth step hearing shall be sent to supervision as outlined above.

Supervision shall then submit the request with a copy of the grievance form to the President withing five (5) full working days of receipt. A panel shall be chosen to hear the grievance at the fourth step and members shall be selected from among Radford College's administrative staff, its operational staff and non-management employees. No person involved in an earlier phase of the particular grievance may serve on the panel.

The President shall supply within seven (7) full working days to supervision for transmission to each party the names of the ten (10) prospective panel members to hear the grievance.

The panel shall be composed of three (3) or five (5) members and shall be chosen in the following manner: One (1) or two (2) members shall be selected by the President and one (1) or two (2) members by the grievant. The members chosen in this manner shall choose the final panel member.

The panel has the responsibility to interpret the application of appropriate agency policies and procedures in the case. It does not have the prerogative to formulate or to change policies or procedures. The panel shall then select its Panel Chairman, set the time for the hearing which shall be held as soon as practical, but no more than ten (10) full working days after the panel has been selected and notify the employee. The grievant may have present at this meeting representative or legal counsel at his own expense. Copies of the grievance form shall be sent by the supervision to the panel members.

Should the grievant find the entire list of ten unacceptable, he may select one (or two of a five-member panel) State employee from the State service at large. The president will select one (or two) member from the list. The members thus selected shall choose the final member from the list.

The conduct of the hearing shall be as follows:

a. The panel shall determine the propriety of attendance at the hearing of persons not having a direct interest in the hearing.
b. The panel may at the beginning of the hearing ask for statements clarifying the issues involved.
c. Exhibits, when offered by the grievant or the agency, may be received in evidence by the panel, and when so received, shall be marked and made part of the record.
d. The parties shall produce such additional evidence as the Panel may deem necessary to an understanding and determination of the dispute. The panel shall be the judge of relevancy and materiality of the evidence offered. All evidence shall be taken in the presence of the Panel and of the parties.
e. The majority decision of the panel shall be final in all its determinations.
f. Failure to comply with a panel decision or reprisals taken as a result of a panel decision will be grievable.

The Panel Chairman shall specifically inquire of all parties whether they have any further proofs to offer or witnesses to be heard. Upon receiving negative replies, the Chairman shall declare the hearing closed.

The hearings may be reopened by the Panel on its own motion or under application of a party for good cause shown at any time before the award is made.

The decision shall be filed in writing by the Panel Chairman with the President not later than fifteen (15) full working days after the completion of the hearing. The decision shall be made in the format attached to this policy.

Copies of the decision shall be transmitted to the Director of Personnel, the grievant and the grievant's supervisor.

Note: The parties to the grievance, by mutual agreement, the Director of Personnel or the Panel Chairman, may extend any, or all of the time periods established in this procedure. Failure by the employee to process a grievance within the time limits or agree upon extension shall constitute termination of the grievance.

Nothing in this procedure is intended to circumscribe or modify the existing right of any State agency to do the following, provided however, that none of these rights may be exercised in an arbitrary or capricious manner:

a. direct the work of its employees;
b. hire, promote, transfer, assign and retain employees in positions within Radford College;
c. maintain the efficiency of governmental operations;
d. relieve employees from duties because of lack of work or for other legitimate reasons;
e. take actions as may be necessary to carry out the duties of the college in emergencies and
f. determine the methods, means and personnel by which operations are to be carried on.

Supervisory Instructions

A prime duty of the supervisor is the prevention and reduction of employee complaints and grievances. Equally important, of course, is the prompt and proper handling of such complaints and grievances when they occur.

The best time to settle grievances is at the very time they are presented, and by the supervisor of the aggrieved employees. Problems that are left unattended or that are "kicked upstairs" have a way of growing larger and more difficult of solution.

In order to assist in proper methods of grievance handling, we offer the following tips and "how to" techniques:

Set The Atmosphere

First - Be problem-solution oriented, that is, develop a sincere desire to settle the problem as quickly and judiciously as possible.

Second - Set the stage for the grievance meeting. Select a quiet place where you will not be interrupted.

Third - Be prepared to listen - and listen well. The employee usually really feels his grievance is of great importance to him.

Fourth - Avoid confrontations and open conflicts - remember you are trying to resolve a problem.

Fifth - Be certain to conform to the requirments of time limits set forth in the Grievance Procedure Policy.

The above are related only to the conduct of your meeting with the employee, whether it be a first, second or third step grievance.

Handling The Grievance

Grievances are defined in the grievance procedure as alleged violations of policy or application of policy. The greivance may be REAL or it may be IMAGINED. Accept the grievance as if it were REAL and set forth on a pattern of thought aimed at resolving the problem.

Here is one approach to problem solution that is time tested and simple. Read it over and over again and become expert at the steps.

How To Handle A Problem

1. GET THE FACTS
   - Review the record.
   - Find out what rules and customs apply.
   - Talk with individuals concerned.
   - Get opinions and feelings.

   Be sure you have the whole story.
2. WEIGH AND DECIDE
   - Fit the facts together.
   - Consider their bearing on each other;
   - What possible actions are there?
   - Check practices and policies.
   - Consider effect on individual and the group.

   Don't jump to conclusions.
3. TAKE ACTION
   - Are you going to handle this yourself?
   - Do you need help in handling?
   - Should you refer this to your Supervisor?
   - Watch the timing of your action.

   Don't pass the buck.
4. CHECK RESULTS
   - How soon will you follow up?
   - How ofter will you need to check?
   - Watch for changes in output, attitude and relationships.

   Did your action provide a solution to the problem.

ACCIDENT REPORT

This report should be turned in within twenty-four (24) hours of any accident. It will help the injured person receive prompt compensation and bring attention to existing work hazards. Fill out and turn in to the main office of your department.

NAME OF INJURED PARTY:_____ DEPT:_____

LOCATION OF ACCIDENT:_____ DATE ACCIDENT OCCURRED_____

TIME OF ACCIDENT_____ AM PM

WAS MEDICAL TREATMENT GIVEN?_____ IF SO, WHERE:_____

NAMES OF WITNESSES:_____

Brief DESCRIPTION OF HOW ACCIDENT OCCURRED:_____

_____

_____

DID ACCIDENT OCCUR DURING WORKING HOURS?___YES___NO

WAS EMPLOYEE INSTRUCTED REGARDING HAZARDS OF JOB?___YES___NO

WAS THERE LOSS OF WORK TIME INVOLVED?___YES___NO

COMMENTS CONCERNING ACCIDENT, PREVENTION OF REOCCURRANCE, ETC., BY IMMEDIATE SUPERVISOR:

_____

_____

SIGNATURE:_____ DATE:_____

----------FOR PERSONNEL USE ONLY----------

DATE REPORT RECEIVED_____ TOTAL TIME LOST_____

COMMENTS:_____

_____

_____

PERSONNEL DIRECTOR_____ DATE_____

Training and Service Programs

Orientation

This will be a scheduled monthly meeting which all new permanent employees are requested to attend. Members of Personnel will present a review of policies, regulations and employee benefits. Packaged handouts will provide more specific information concerning such areas as retirement, life insurance, hospitalization, grievance procedures, leave records, equal opportunity policies, etc. Appointments will be made to service individual needs not met by the orientation meeting.

Supervisor Training

Training or information sessions covering one or more specific topics will be coordinated by Personnel with major department administrators to provide lower echelon supervisors with instruction on upgrading present activities and implementing new programs. It will also provide for lower echelon input and "gripe" session. Individual departments will be encouraged to integrate a portion of their training program to increase the utility of such sessions. These sessions will initially focus upon the Auxiliary Enterprises and Physical Plant areas.

Special Employee Meetings

When information must be disseminated to a large segment of employees, programs will be scheduled for large audiences. An example occurred during the implementation of the State Blue Cross/Blue Shield Hospitalization Plan which was applied equally to all State employees. All Radford employees were informed through group meetings.

Exit Interview

Prior to an employee's separation from Radford College, an appointment will be made with the Personnel Office. During that appointment the employee would be advised as to availability of continuing benefits (hospitalization, retirement, etc.). Those retiring at sixty-five will be contacted at an earlier date and advised concerning application for Social Security and State retirement benefits. The individual leaving will be requested to volunteer reasons for resignation and provide observations concerning the working environment at Radford College.

Upon separation, an employee must return his Identification Card to the Personnel Office. The Personnel Director will notify the Security Office, who will be responsible for removing the parking decal.

B. Professional Staff Personnel Policies

The Professional staff members are not covered by the Virginia Personnel Act nor by the Faculty Personnel Policies. Therefore, the following personnel policies for professional staff members have been developed:

1. Pre-employment Procedures
   a. The immediate supervisor of a prospective professional staff member will discuss the qualifications that are considered to be essential for successful performance in the position sought.
   b. The immediate supervisor will discuss also with the candidate the criteria for the evaluation of performance in the job.
2. Policies and Procedures During Employment
   a. Annual Leave
      (1) Personnel on 12-month appointments
         (a) Annual leave is authorized as follows:
            0-5 years of service - 12 days per year
            5-10 years of service - 15 days per year
            10+ years of service - 18 days per year
            In addition to the aforementioned leave, professional staff members will also be granted leave equal to the number of Legal State holidays granted Virginia classified employees which professional staff members are required to work.
         (b) Annual leave is non-accumulative from one year to the next and must be taken no later than August 31, following the completion of fiscal year.
         (c) A professional staff member who resigns or is terminated during the year will be paid for accrued days not taken only if his/her supervisor cannot arrange for the leave to be taken prior to departure

(2) Personnel on nine-month appointments.
(a) Annual leave is not authorized.
(b) Personnel are not required to be present during periods when the college is not in session (between quarters and official college holidays).

b. Sick Leave
(1) Fifteen (15) days of sick leave per year (1-1/4 days per month) are authorized personnel on twelve-month appointments.
(2) Twelve (12) days of sick leave per year (1-1/3 days per month) are authorized personnel on nine-month appointments.
(3) Six (6) days per year may be used for family illness or death (only three [3] consecutive days at a time).
(4) Sick leave may be used for maternity leave.
(5) A doctor's certificate may be required for an absence exceeding three (3) days.
(6) Sick leave may be accumulated, but no payment for unused sick leave will be made upon departure.

c. Evaluation
Each professional staff member will be evaluated, in writing, by his/her supervisor at least annually.

3. Policies and Procedures for Termination
a. Dismissal
(1) A professional staff member may be dismissed without notice only for proper cause, to-wit: misfeasance, malfeasance or nonfeasance in the performance of his duties or conduct otherwise involving moral turpitude.
(2) Otherwise, a professional staff member may be dismissed only after being given notice as follows:

0-1 year of service - 30 days
1-5 years of service - 60 days
5-10 years of service - 6 months
10+ years of service - 1 year

(3) In the event of fiscal exigency, notice will be provided as far in advance as possible.

b. Suspension
In the event a proper cause qualifying under paragraph 3a(1) above is suspected, a professional staff member may be suspended with or without pay pending the outcome of an investigation.

c. Retirement
A professional staff member must retire no later than at age 65 or at the end of the first spring quarter after reaching age 65. Those individuals reaching age 65 during the period between the end of the spring quarter and the beginning of the fall quarter must retire at the end of the month in which age 65 is reached.

4. Grievance Procedure
The grievance procedure established for Classified Employees by the Commonwealth of Virginia shall be followed. Pursuant to Part 3, section L of the Radford College Internal Governance Procedure (Revised) of May 8, 1973, the Grievance Committee for Non-Classifed Professional Staff is designated as the fourth step panel specified in the grievance procedure.

C. Employment Policies and Procedures for Faculty

Procedures for Recruitment and Appointment of New Faculty

1. The Department Chairman, as authorized by the President, the Vice President for Academic Affairs, and the Dean shall initiate the procedure by advising the Department Personnel Committee to the effect that recruitment is possible.
2. The Department Personnel Committee shall recommend through the usual administrative offices (e.g., Chairman, School Dean, Vice President for Academic Affairs) the desired characteristics of the new person(s) as regards specialty, etc.
3. Following the Radford College Affirmative Action Plan, the Department Chairman shall initiate the appropriate advertisement measures, and input regarding possible candidates shall be solicited from department members at large.
4. On receiving applications, the Department Chairman shall pass them in turn to the Department Personnel Committees.
5. The Department Personnel Committee shall recommend through the usual administrative offices a candidate or candidates to be invited to the campus for a personal interview.
6. The Department Chairman shall contact the candidate.
7. During the candidates' visits to the campus, they shall be interviewed by all available department members and members of a student interview committee, and the Department Personnel Committee shall notify the Department Chairman of the candidate they recommend for appointment.
8. The Department Chairman shall make salary and rank recommendations to the School Dean, who in turn shall make his recommendations to the Vice President for Academic Affairs.

9. The Vice President for Academic Affairs after conferring with the President shall communicate with the approved applicant.
10. Information shall then be disseminated to the departmental faculty.

Policies for Awarding of Rank to New Faculty

The following shall be minimal qualifications for appointment to the four ranks indicated.

A. Instructor
   1. Holds the Bachelor's degree and has specialized experience which fits the position to which appointed, or
   2. Holds the Master's degree.

B. Assistant Professor
   1. Holds the Master's degree and has five years of satisfactory service at other accredited collegiate institutions, or
   2. Holds the Master's degree and has six years of other specialized experience which fits the position to which appointed, or
   3. Holds the Doctor's degree.

C. Associate Professor
   1. Holds the Doctor's degree and has eight years of satisfactory service at accredited collegiate institutions, at least five years of which must be with the doctorate, or
   2. Holds the Doctor's degree and has 12 years of other specialized experience which fits the position to which appointed, or
   3. Holds the Master's degree, and has made over a period of 16 years unusual scholastic contributions in his field (including research and publications, creations and performances).

D. Professor

   Holds the Doctor's degree and has 12 years of satisfactory service at accredited collegiate institutions, at least eight years of which must be with the doctorate.

Exceptions to the above minimal criteria may be made in cases of exceptional need or merit upon recommendation by the Department Chairman, the Department Personnel Committee, and the School Dean and with the approval of the Vice President for Academic Affairs.

The highest held degree must be in an area appropriate to the specialized field of teaching.

Criteria for Faculty Promotions

The following shall be minimal qualifications for promotions to the three ranks indicated:

A. Assistant Professor
   1. Holds the Master's degree and has three years of satisfactory service at accredited collegiate institutions, including Radford College, or
   2. Has earned a Doctor's degree while serving at Radford College.

B. Associate Professor
   1. Holds a Doctor's degree and has six years of satisfactory service at accredited collegiate institutions, including Radford College, at least three years of which must be with the doctorate, or
   2. Holds a Master's degree but has made through 16 years of service at Radford College unusual scholastic contributions, including exemplary teaching, and (a) research and publications, or (b) creations, or (c) performances.

C. Professor
   1. Holds the Doctor's degree and has ten years of satisfactory service at accredited collegiate institutions, including Radford College, and

      Has at least six years of service with the doctorate, and

      Has six years of service as Associate Professor at Radford College, or has made at Radford College unusual scholastic contributions, including exemplary teaching, and (a) research and publications, or (b) creations, or (c) performances.

Exceptions to the above minimal criteria may be made in cases of exceptional need or merit upon recommendation by the Department Chairman, the Department Personnel Committee, and the School Dean and with the approval of the Vice President for Academic Affairs.

The highest held degree must be in an area appropriate to the specialized field of teaching.

Promotions are not to be automatic upon achieving the above criteria. All promotions must be earned by exemplary service and have the recommendation of the Department Promotion Committee, the Department Chairman, and the Dean.

Procedures for Recommending Promotions

Requests for promotion may be initiated by either the faculty member concerned or by any member of that faculty member's department. Requests shall be submitted in writing to the Department Chairman who shall notify the faculty member and the departmental Promotion Committee[1] for the rank to which it is proposed that the faculty member be promoted. The candidate for promotion shall be given an opportunity to submit documents to the Promotion Committee.

The Promotion Committee shall make its recommendation to the Department Chairman who shall forward this recommendation, together with his own, to the Dean of the School. The School Dean shall meet with the Chairman of the Department and the Chairman of the Promotion Committee to discuss the proposed promotion. After the School Dean has reached a decision, he shall forward his recommendation together with those from the departmental agencies to the Vice President for Academic Affairs. It shall be the responsibility of the School Dean to notify the candidate if the recommendation is negative. The candidate may then appeal, if he chooses to do so, to the Faculty Grievance Committee which shall make its recommendations to the Vice President for Academic Affairs. The Vice President for Academic Affairs, after the completion of any necessary appeals procedures, shall submit a recommendation to the President of the College who shall in turn submit his recommendation to the Board of Visitors which must approve all faculty promotions.

[1] There shall be three departmental promotion committees. These are:

1. Promotion to Professor: All departmental members (except Chairman) who hold the rank of Professor.
2. Promotion to Associate Professor: All departmental members (except Chairman) who hold the rank of Associate Professor or Professor.
3. Promotion to Assistant Professor: All departmental members (except Chairman) who hold the rank of Assistant Professor, Associate Professor, or Professor.

In the event that a Promotion Committee has less than two members, then the department, less the candidate and the Chairman, shall serve as the Promotion Committee, or the department may elect a Promotion Committee.

Policies and Procedures Governing the Granting or Denying of Tenure

1. Procedures for recommendations and appeals for tenure:
   - A. Recommendations for or against granting of tenure shall be made during the Fall Quarter of the last probationary year by the:
     1. Department Personnel Committee, and the
     2. Department Chairman
   - B. Well in advance of formal deliberations, the Department Chairman and the Chairman of the Personnel Committee shall notify the candidate for tenure, offering him the opportunity to furnish information pertinent to his qualifications.
   - C. Independently, the two agencies above shall make written recommendations accompanied by justification to the Dean of the School, who shall then forward his recommendations together with the recommendations of the other two agencies to the Vice President for Academic Affairs. Should the recommendation by the Dean be negative, the School Dean will so inform the faculty member.
   - D. If the Dean recommends against tenure, the School Personnel Committee shall have appeals jurisdiction. If the Dean recommends granting of tenure, whereas both department agencies recommend denial of tenure, the department agencies may also appeal to the School Personnel Committee.
   - E. The School Personnel Committee shall report its recommendations on any appeal to the Vice President for Academic Affairs.
   - F. The Vice President for Academic Affairs shall make his recommendations to the President. The President in turn shall make his recommendations to the Board of Visitors for final decision.
   - G. 1. The granting of tenure for faculty members serving in administrative positions shall be limited to persons serving in the positions of President, Vice President for Academic

Affairs, School Deans, and Director of Student Academic Advising Services. (Department Chairmen are considered to be faculty members.) This limitation shall not apply to administrators with faculty rank presently serving in administrative positions at Radford College. Normal procedures for the granting of such tenure will be followed.

2. The retention of tenure once gained by any person serving in one of the above positions shall require that these administrators continue the present practice, if at all feasible, of teaching one course each academic year.
3. Other administrators may be given rank, but these administrators cannot acquire tenure without relinquishing their administrative assignments and assuming full-time professorial duties providing that an appropriate position is available and that the appointment is approved in the same manner as are all other initial appointments. Years of service as a full-time administrator shall not be counted as part of the probationary period.
4. Administrators holding rank may, should their administrative assignments be terminated, be assigned full-time teaching duties on a temporary basis with appropriate adjustments in salary.

2. Probationary Periods:
   A. The probationary period relating to tenure for all instructor and professorial ranks at Radford College shall be 6 years.
   B. Leaves of absence, with or without pay, shall not be counted as part of the probationary period.
   C. Faculty hired on a temporary basis shall not be eligible for tenure unless later hired as permanent faculty. If hired as permanent faculty, the probationary period shall include those years of full-time continuous and uninterrupted service as temporary faculty.
   D. Faculty hired on a part-time basis shall not be eligible for tenure. Should a part-time faculty later be hired on a full-time basis, previous part-time service shall not be counted as part of the probationary period.
   E. Tenure may, in exceptional meritorious cases, be awarded prior to the expiration of the probationary period. In general, however, tenure should be determined at the completion of the probationary period and not one year prior to the close of the probationary period. Should a faculty member be notified that he will not be reappointed, he will, of course, be able to continue in the employment of Radford College for one additional academic year of employment after the end of the probationary period.
3. Procedures for Recommending Reappointment or Non-reappointment of Non-tenured Faculty
   A. Recommendations for or against reappointments shall be made annually by the:
      1. Department Personnel Committee, and the
      2. Department Chairman
   B. Independently, the two agencies above shall make written recommendations accompanied by justification to the Dean of the School, who shall then forward his recommendations together with the recommendations of the other two agencies to the Vice President for Academic Affairs. Should the recommendation by the Dean be negative, the School Dean will so inform the faculty member.
   C. If the Dean recommends non-reappointment, the School Personnel Committee shall have appeals jurisdiction. If the Dean recommends reappointment, whereas both department agencies recommend non-reappointment, the department agencies may also appeal to the School Personnel Committee.
   D. The School Personnel Committee shall report its recommendations on any appeal to the Vice President for Academic Affairs.
   E. The Vice President for Academic Affairs shall make his recommendations to the President. The President in turn shall make his recommendations to the Board of Visitors for final decision.
   F. Notice of non-reappointment or of intention not to recommend reappointments to the Board of Visitors shall be given in writting in accordance with the following standards:
      1. Not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
      2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

3. At least twelve months before the expiration of an appointment after two or more years in the institution.
4. Tenured Faculty Plan
   Each department at Radford College shall develop a tenured faculty plan subject to the approval of the appropriate Dean, the Vice President for Academic Affairs, and the President. This departmental policy shall be communicated to all newly employed faculty as a part of the terms of their initial employment.
5. Criteria for Tenure
   A. Projected need for individual's expertise within the department.
   B. Teaching effectiveness.
   C. Advising students effectively.
   D. Professional development:
      1. Active involvement in professional organizations.
      2. Formal study in an appropriate area (applicable primarily to those without terminal degree or its equivalent).
      3. Relevant research, writing, publishing, performing, creating, or other activities which involve professional study and growth.
      4. Current activities involving professional leadership.
   E. Active participation in college-sponsored co-curricular activities, when given the opportunity.
   F. Active participation in department, school, and college-wide committees, when given the opportunity.
   G. Professional cooperation with colleagues within the department, school, and institution.
   H. Positive contributions to the development of the objectives of the department, school, and institution.

Procedures for Evaluation of Faculty

1. Evaluations shall be prepared annually for all faculty.
2. The Department Personnel Committee, the Department Chairman, and the School Dean shall each evaluate each faculty member.
3. Criteria for evaluation by all three agencies shall be the same criteria already adopted by the Faculty Affairs Council for determination of tenure with the exception of "projected need for individual's expertise within the department."
4. The Department Personnel Committee shall initiate evaluations as follows:
   A. The Department Personnel Committee shall forward to all faculty an informational questionnaire so that all faculty shall have an annual opportunity to furnish the Department Personnel Committee with the basic data considered relevant to evaluation criteria.
   B. The Department Personnel Committee shall administer any College-Wide student evaluation form as finally adopted by the Board of Visitors. Results of the student evaluations shall be made available to the Committee, and also to the faculty member concerned.
   C. The Department Personnel Committee shall circulate to all department faculty a faculty evaluation form based upon the evaluation criteria and including an overall rating of the professor as Very Good, Good, Satisfactory, Needs Improvement, or Unsatisfactory. The forms shall be completed, signed, and returned to the Personnel Office, which shall retain the originals and have photocopies, with the signatures eliminated, forwarded to the Chairman of the Department Personnel Committee.
   D. Data and comments from the above sources shall be summarized by the Department Personnel Committee. In addition, the Department Personnel Committee shall then collectively evaluate each faculty member as Very Good, Good, Satisfactory, Needs Improvement, or Unsatisfactory.
   E. All faculty members shall be given the opportunity to respond to the tentative evaluations of themselves by their respective Department Personnel Committees before the evaluations are submitted to their Department Chairmen. Each response to a tentative evaluation may be either written or presented verbally in conference. Each written response must be received no later than three days after the individual responding has seen the tentative evaluation. Each conference must be requested no later than two days after the tentative evaluation is seen. After the response is presented, the faculty member shall be informed of the decision of the Department Personnel Committee before its evaluation is given to the Department Chairman.

F. The Department Personnel Committee's summary and overall evaluation shall be forwarded to the Department Chairman. All other materials of the Department Personnel Committee shall be made available to the Department Chairman, upon request. Custody thereof, however, shall remain with the Department Personnel Committee. Members of the Department Personnel Committee who disagree with the Committee's Summary and/or overall evaluation for any one faculty member may submit a minority report to the Department Chairman.

5. The Department Chairman shall also prepare a faculty evaluation form for each faculty member, attaching thereunto his analysis, if any, of the summary and evaluation furnished by the Department Personnel Committee. All faculty members shall be given the opportunity to respond to the tentative evaluations of themselves by their Department Chairman before the Chairman's evaluation is given to the School Dean. The same procedures as are outlined in part 4, E, above will apply to faculty who wish to appeal the tentative evaluation of themselves by the Department Chairman. The Department Chairman shall forward his completed evaluations to the School Dean, together with the Department Personnel Committee's summary and evaluation. The Chairman of the Department Personnel Committee shall also make available to the School Dean, upon request, all material collected by the Department Personnel Committee.
6. The School Dean shall also prepare a faculty evaluation form for each faculty member, likewise attaching his analysis, if any, of the summary and evaluations forwarded by the Department Personnel Committee and the Department Chairman. If the Dean adds an evaluation. . . (see Level Two on attachment). . . as a result of this conference. Any faculty member who is not satisfied with an evaluation after the above conference may appeal to the appropriate School Personnel Committee, which shall review the matter, conduct hearings where needed, and recommend appropriate action to the Vice President for Academic Affairs. All other materials, other than the summary and evaluations of faculty, shall remain confidential unless a case is brought before the School Personnel Committee or the Academic Freedom and Tenure Committee. In instance of appeals, all Department Personnel Committee materials pertinent to the case shall be made available only to the members of the School Personnel Committee or Academic Freedom and Tenure Committee.
7. For purposes of salary decisions, a faculty member may be ineligible for a standard raise only if two of the three evaluation agencies (Department Personnel Committee, Department Chairman, and School Dean) evaluate him as "Needs Improvement", or "Unsatisfactory".

Procedures for Faculty Evaluation of Chairmen

1. Evaluations shall be prepared annually for all Department Chairmen.
2. The Department Personnel Committee and the School Dean shall be responsible for evaluating the Department Chairman.
3. Criteria for evaluation shall be the same as for all faculty with some appropriate additions.
4. The Department Personnel Committee shall initiate its evaluation as follows:
   A. It shall administer and collect the same informational data and student evaluation data for the Department Chairman as for all department faculty.
   B. The Department Personnel Committee shall circulate to all faculty of the department a Chairman evaluation form based upon the evaluation criteria and including an overall evaluation of the Chairman as Very Good, Good, Satisfactory, Needs Improvement, or Unsatisfactory. The forms shall be completed, signed, and returned to the Personnel Office which shall retain the originals and have photocopies, with the signatures eliminated, forwarded to the Chairman of the Department Personnel Committee.
   C. Data or comments from the above sources shall be summarized by the Department Personnel Committee. In addition, the Department Personnel Committee shall then collectively evaluate the Department Chairman as Very Good, Good, Satisfactory, Needs Improvement, or Unsatisfactory.
   D. Each Chairman will be given the opportunity to respond to the Personnel Committee's tentative evaluation of the Chairman before this is forwarded to the Dean. These appeal procedures shall be the same as those described for faculty in the section above entitled Procedures for Evaluation of Faculty, part 4, E.
   E. The Department Personnel Committee's summary and overall evaluation shall be forwarded to the School Dean. All committee materials shall be made available to the School Dean upon request. Members of the Department Personnel Committee who disagree with the summary and overall evaluation may file a minority report with the School Dean.
5. The School Dean shall also prepare a Chairman evaluation form, attaching his analysis, if any, of the summary and evaluation furnished by the Department Personnel Committee. The Dean shall communicate this evaluation to the Department Chairman in writing. If the Chairman

wishes to appeal any of his evaluations, he shall request a conference between himself, the Dean, and the Chairman of the Department Personnel Committee within three days of the receipt of the Dean's evaluation. The Chairman may ask to have the presence of a faculty advisor at this conference. Any evaluation may be changed as a result of this conference. The School Dean shall forward his evaluation of the Department Chairmen, together with the Department Personnel Committee's summary and overall evaluation, to the Vice President for Academic Affairs. The School Dean shall also make available to the Vice President all Department Personnel Committee materials upon request.

6. After the Vice President for Academic Affairs has prepared his evaluation, if any, of the Department Chairman, the signed evaluations of both the Vice President for Academic Affairs and the School Dean, as well as the summary and evaluation of the Department Personnel Committee, shall be presented personally to the Department Chairman by the School Dean, who shall at the same time, make and/or summarize suggestions for improvement on the part of the Chairman. Any Department Chairman who is not satisfied with an evaluation after the above conference may appeal to the appropriate School Personnel Committee, which shall review the matter, conduct hearings where needed, and recommend appropriate action to the Vice President for Academic Affairs. Department Personnel Committee materials, other than the summary and evaluation of the Department Chairman, shall remain confidential unless or until a case is brought before the School Personnel Committee or the Academic Freedom and Tenure Committee, at which time all Department Personnel Committee materials pertinent to the case shall be made available only to the members of these appeal committees.

Procedures for Faculty Evaluation of School Deans

1. Evaluations shall be prepared annually for all School Deans.
2. Criteria for evaluation shall be the same as for all faculty with some appropriate additions.
3. The School Personnel Committee* shall initiate the evaluation, as follows:
   A. The School Personnel Committee shall circulate to all faculty in the School a Dean evaluation form including an overall evaluation of the Dean as Very Good, Good, Satisfactory, Needs Improvement, or Unsatisfactory. The forms shall be completed, signed, and returned to the Personnel Office which shall retain the originals and have photocopies, with the signatures eliminated, forwarded to the Chairman of the School Personnel Committee.
   B. Data or comments from the above sources shall be summarized by the School Personnel Committee. The School Personnel Committee summary, together with copies of each Dean Evaluation form, shall be forwarded to the Vice President for Academic Affairs. Members of the School Personnel Committee who disagree with the summary may file a minority report with the Vice President for Academic Affairs. All School Personnel Committee material shall be made available to the Vice President for Academic Affairs upon request.
4. The School Personnel Committee's summary shall be presented personally to the School Dean by the Vice President for Academic Affairs who shall, at the same time, make and/or summarize suggestions for improvements on the part of the School Dean.

* For evaluating the Graduate Dean, the Graduate Affairs Council (excluding the chairman) shall serve rather than the School Personnel Committee.

Policies and Procedures Governing Faculty Salary Increments

1. The college shall adopt standard college-wide raises by rank, each rank receiving "X" number of dollars, the total standard raises to amount to no less than 75 percent of the total money available for faculty raises, and the ration of increments by rank to be 7/6/5/4 for Professor, Associate Professor, Assistant Professor, and Instructor respectively. A faculty member who is given a "needs improvement" evaluation may be given as little as one-half of the standard raise for his rank. A faculty member who has an "unsatisfactory" evaluation may be given no raise whatsoever.
2. The remaining total salary increment money available shall be used for merit salary increments, increments due to promotion in rank, and, in some special circumstances, for reducing any demonstrated salary inequities. Merit shall be determined by established faculty evaluation procedures.
3. In those years when the amount of money available to the college for salary increments as a percent of total faculty salaries is considerably less than the official federal government cost of living increase, the college may in recognition of extreme need temporarily suspend the merit system and may commit more than 75 percent, even 100 percent, of the money available for salary increments to standard raises for all faculty evaluated as satisfactory or better and using the formula described above.
4. For purposes of salary decisions, a faculty member may be ineligible for a standard raise only if two of the evaluation agencies (Department Personnel Committee, Department Chairman, and School Dean) evaluate him as "needs improvement," or "unsatisfactory."

Teaching Load

Faculty members normally teach from twelve to fifteen quarter hours of course work per quarter for full-time employment. In addition to the normal instructional load, all faculty are expected to assume other professional responsibilities such as advising students, serving on college committees or councils and maintaining regular office hours.

In addition to emphasizing effective teaching, the college encourages faculty members to do independent research or to become involved in original creations or performances to enhance their professional development.

Outside Employment of Faculty

Faculty and staff who are employed full-time are expected to devote their time and efforts primarily to their college duties. The acceptance of other remunerative involvement on a regular basis must, therefore, be carefully regulated. The college does, however, recognize that a

limited amount of outside work for private compensation may contribute to an individual's professional advancement or have some public relations value.

Those faculty wishing to become involved in such work must first submit a Request for Outside Employment form to the Office of the President for his approval.

Professional Travel

Each year a limited amount of money is allocated to be used by faculty members for participation in professional meetings. Priority is given to those faculty members actively involved in presenting a paper or participating directly in the meetings in some other way.

A Request For Travel form must be submitted to the appropriate School Dean for the proper approvals before final plans can be made to attend a professional meeting.

Arrangements must be made through the Department Chairman to cover any classes missed by a faculty member while he is away from the campus for any reason.

Taking Classes for Credit

Radford College faculty are permitted to take Radford College courses for credit provided the courses taken are outside the department in which the professor is teaching. Regular fees are paid for such courses and full-time faculty are limited to one such course per quarter.

Auditing of Classes

When individual schedules allow, and classroom space is available, faculty members may audit certain classes, subject to the following conditions:

1. Prior permission must be obtained from the instructor of the course.
2. No credit will ultimately be allowed for courses begun on an audit basis and no record of the audit will normally be made. If an individual wishes for the audit to appear on his official transcript or records, he must register for the course as an auditor and pay the regular fees.
3. This privilege applies primarily to courses of a non-laboratory nature and courses requiring little in the way of supplies provided by the college.

Attendance at Official Functions

Faculty members are expected to attend and participate in all commencements unless they have the prior written approval of the President to be absent. Faculty members are also invited and encouraged to attend receptions and other official college functions.

Identification Cards

Identification cards and pictures are provided through the Registrar's Office for faculty and members of their family who wish to use college facilities such as the swimming pool, tennis courts, and other facilities.

Faculty Parking Decals

All faculty, staff, and students wishing to park a vehicle on Radford College property must register their vehicle(s) and obtain a parking decal within five (5) working days after arriving on campus. Vehicle registration can be arranged through the Campus Security Office or during the official registration period at the beginning of each quarter. A nominal fee is required to register each vehicle.

Sick Leave

Faculty teaching nine (9) months are allowed twelve (12) days sick leave per year, and those teaching during the summer sessions are allowed one and one-half (1½) days of sick leave for each five week session in which they teach. The amount of unused sick leave that may be accumulated is unlimited.

Sick leave may be used for the following reasons:

(a) Illness or injury incapacitating the employee to perform his duties.

(b) Illness or death in the family requiring the attendance of the employee for not more than three (3) days for an illness or injury of one cause, not to exceed six (6) days in any one year.

All absences must be reported on the Application for Leave of Absence form and the Record of Sick Leave portion of this form must be filed in the Personnel Office. These forms are available in the School Dean's office and must be approved by the Department Chairman and the School Dean.

Pregnancy Leave

Sick leave may be taken for disabilities caused or contributed to by pregnancy, miscarriage, abortion, childbirth, and recovery therefrom.

The faculty member who desires to continue working during pregnancy must furnish her Dean with:

1. A statement from her physician certifying the estimated date of birth.
2. A statement of the date she and her physician conclude that she must cease working because of her pregnancy; this statment to be furnished at least thirty days prior to such date.

During the period of absence from work following delivery, only that portion certified by a physician as medically disabling may be charged to sick leave.

Faculty Absence

When a faculty member is absent from a scheduled class for any reason, it is his responsibility to see that the class receives appropriate instruction. If the absence is anticipated, the professor will propose a plan describing how the class will be covered and present it to his Department Chairman for his approval prior to his scheduled absence. If the absence is unanticipated, the faculty member should make every effort to notify the Department Chairman, who will arrange for the class to be covered.

Resignation of Faculty

When a faculty member wishes to resign, he should submit his resignation to the Vice President for Academic Affairs as early in the academic year as possible and not later than June 1.

Retirement of Faculty

The normal retirement time for faculty and administrators is at the end of the academic year in which the individual reaches the age of sixty-five. All faculty members and administrators who reach the age of sixty-five prior to the beginning of the Fall Quarter of any academic year must retire from their position at Radford College and may not begin the new academic year.

Use Of State Vehicles

State-owned automobiles are available, on a limited basis, for official authorized trips taken by faculty members. A Request for Vehicle form must be submitted as far in advance of the proposed trip as possible to assist in the appropriate assignment of vehicles. All requests must be approved by the Department Chairman and the Dean if the vehicle is to be used for class-related local field trips or for the supervision of student teachers and other field-work students.

The use of state vehicles to travel to meetings and conventions must also receive the approval of the Vice President for Academic Affairs, and for all out of state travel, the authorization of the President is required.

A faculty member is responsible for any traffic violation that he commits while operating a state vehicle and a record of all such violations is reported to the governor's office.

Sponsorship Of Clubs And Organizations

Sponsors or advisers of student clubs and organizations are nominated from the faculty and staff of the college. Faculty are encouraged to participate in such activities when requested to do so by the members of the organization.

Financial Dealings With Students

Faculty are to avoid all financial dealings with students. Books, materials, and supplies for class use, if not provided by the college, should be ordered through the bookstore and purchased there by the students.

Smoking

Neither teachers nor students are permitted to smoke in the classrooms, laboratories, or studios at any time.

State fire regulations prohibit smoking in Preston Hall auditorium, Porterfield Hall auditorium, and McGuffey Hall auditorium.

Faculty Meetings

General faculty meetings will be called periodically to discuss matters of importance to all faculty. School faculty meetings and regular department meetings will be scheduled by the appropriate Deans and Department Chairmen. Attendance at all such meetings is expected as part of the faculty member's professional responsibilities.

Office Hours

Each faculty member is responsible for posting and maintaining a minimum of two scheduled office hours every day the college is in session. These scheduled hours must be carefully followed to provide an opportunity for students and others to confer with the faculty when necessary. Additional office hours should be available by appointment.

Advising Students

All faculty members are required to assist in the academic advising of students. Students will be assigned an adviser according to the department and discipline in which they are majoring. Appointments should be scheduled periodically with each advisee to discuss academic standing, class schedules, curricular changes, and other matters that pertain to academic counseling. Accurate academic advising is expected and questions that cannot be answered by a faculty member should be referred to the appropriate Department Chairman, Dean, or Director of Student Academic Advising Services.

Class Administration

Faculty should meet all classes at the time and place indicated in the schedule of classes unless approval to change has been granted by the Department Chairman and the Dean. No classes are to be added or dropped except by the approval of the Chairman or Dean.

Since Radford College has no college-wide student attendance policy, each faculty member should announce to his class what his policies will be and precisely what effect, if any, attendance will have on grading practices. Each faculty member should maintain a record of attendance and should attempt to contact any student who misses three or more classes in succession.

Each instructor shall assign grades according to his own criteria and these criteria shall be clearly stated and explained to all students during the first week of classes each quarter. Care must be taken to assure that all grades are properly figured and recorded, since grades become part of the students' permanent record and cannot be changed unless sufficient evidence justifies that an error has been made. A Change of Grade Form must be completed by the instructor and approved by the Dean before a grade can be officially changed in the Registrar's Office.

Students must be provided the opportunity to examine and discuss, with their professor, written examinations and other materials used in the grading process. Final written examinations are to be retained by the professor for one quarter following the examination period unless the work is returned to the student. Original works prepared at the expense of the student must be returned to the student at the conclusion of the quarter during which the work was submitted.

Final Examinations

Final examinations are normally scheduled for two hours during the four day examination period at the end of each quarter. Faculty members are expected to give an examination or a similar summary evaluation of the students' work in each class during this scheduled exam period. No faculty member may omit this examination period or change the time of a scheduled final examination without the permission of the School Dean. A student must take the examination with his class at the regularly scheduled time unless prior permission is obtained from the instructor and the School Dean.

Lists of final grades must be submitted to the Registrar's Office as soon as possible after each final exam is given, but no later than twenty-four hours after the close of the examination period.

Utmost care must be exercised in determining and reporting final grades. Student examinations, papers, projects, and other materials used in determining grades should be retained by the professor for at least one quarter after the course is offered unless these materials are returned to the student. All permanent records, as reflected in grade books, should be retained indefinitely and turned into the school dean upon leaving the employment of Radford College.

Graduating Senior Examinations and Grades

By the end of the sixth week of each quarter, each professor should confer with those seniors scheduled to graduate at the end of the quarter who may fail his course. He should send the names of such students to the Registrar and the students' Dean so that they will be aware of the possible problem.

A faculty member must report to the Registrar's Office all failing grades for graduating seniors prior to the published deadline for submitting such grades.

At the discretion of the professor, a senior who will graduate at the end of that quarter may be excused from the final examination. Forms are available in the Dean's Office for completing this procedure. Prior to excusing a graduating senior from a final examination, the professor must tell the student what grade he will receive in the course without taking the exam. This should be done no earlier than one week before the beginning of the examination period.

Pass-Fail Courses

Any course outside a student's general education requirements, major, or certification requirements may, with the consent of his advisor, be taken as a P-F elective. Such courses passed successfully may not be repeated for a letter grade and students may elect to take up to a maximum of eighteen quarter hours of pass-fail work (excluding student teaching). Faculty members must accept P-F students in any course which qualifies as an elective for the student and no transfer of status from P-F to "graded," or vice versa, will be permitted after the conclusion of the "drop-add" period of each quarter.

Adding New Courses

Proposed new courses at the undergraduate level must be approved by the Department and the school Curriculum Committees before being presented by the Dean to the College Affairs Council. Courses approved by the College Affairs Council will be recommended to the President for his approval before they can be scheduled.

Graduate level courses (all 500 and those 400 level courses that can be taken for graduate credit) must be approved by the Department before being submitted to the Graduate Affairs Council. The Council must recommend the course to the President for his approval before it can be scheduled.

All new course proposals must be submitted in the following form:

A. Course Syllabus

1. Title and Purpose of Course

   This should include the proposed course title and the stated objectives or purpose of the course.

2. Need for Course

   State why the course is needed in the curriculum

3. Prerequisites

   State specific courses or other prerequisites, if any. Explain why these prerequisites are necessary.

4. Classes of Students for Whom Offered

   Identify the specific group of students the course is designed to attract.

5. Hours and Credits

   List the specific number of hours per week the class will meet and whether these hours will consist of specialized class work such as laboratory or studio work. The proposed number of credit hours to be earned must also be included.

B. Subject Matter Syllabus

1. Catalog Entry

This statement must follow the format used in the Radford College Catalog including an accurate description the course content.

2. Detailed Description and Course Syllabus

This should provide a more detailed account of the proposed course including a complete list of the major topics to be covered.

C. Addition Expenditures Required

1. Additional Faculty Position Needed

If no additional faculty position is required to offer the course, explain how the Department will adjust or adapt its current offerings to accommodate the new course.

2. Equipment or Supplies

List any additional equipment or supplies required to offer the course and state whether funds are currently available in the Department budget to cover the anticipated costs.

3. Library Books and Periodicals

Identify current library books and periodicals available to support the course and list additional library materials required and the estimated cost of purchasing these materials.

4. Other Anti[illegible]ed Expenditures

D. Date of Approval by Department

_____ _____

Date of Approval Department Chairman (signature)

E. Date of Approval by School Curriculum Committee

_____ _____

Date of Approval Chairman, School Curriculum Committee (signature)

F. Proposed Abbreviation for IBM (not to exceed 17 spaces)

G. List below the faculty member or members who will be assigned to teach this course. Describe what academic preparation or experience qualifies this individual to offer this course.

H. List how often you anticipate offering this course and estimate the average number of students you expect to enroll in the course each time it is offered.

HONOR CODE

Radford College's Honor System is built on the belief that each student has the right to compete fairly, to keep what he has earned and to have others accept his word without question; also, each student has the responsibility to be honorable in his own conduct and to insist that his fellow students act honorably.

Lying, cheating, and stealing are considered to be acts of dishonor and will, therefore, generally result in a student's temporary or permanent suspension from this college community. Students who commit an honor violation or have knowledge that a student has committed an honor violation are required to report the violation according to the reporting procedures outlined in the College's Judicial System. Failure to report is a violation of the Honor System. All members of the Radford College community who have knowledge that a student has committed an honor violation are expected to comply with the reporting procedures.

The ultimate success of the Honor System depends on the efforts of the individuals involved in the Radford College community. Each faculty member has a responsibility to aid in the continuing development of an academic atmosphere. The Honor System can be a crucial element in an academic community. Because of this, it is believed that faculty members should see that their students abide by the Honor System. Should violations occur, the reporting procedures, as described above, should be used.

A. Honor Code

I do hereby resolve to uphold the Honor Code of Radford College by refraining from lying, from the illegal appropriation of property, from giving or receiving unauthorized aid on any academic requirement, and from failing to comply with the reporting procedure prescribed in the Judicial System.

B. Prevention of Honor Violations

Faculty members are urged to take certain initiatives to prevent honor violations from occurring. Some suggested preventive measures follow:

1. Stress the Honor System in each class at the beginning of each quarter.
2. Announce course requirements early in the quarter.
3. Give proper protection to test papers and keys.
4. Provide seating arrangements that are not condusive to cheating.
5. Explain policies regarding documentation and aids that are authorized.
6. Monitor tests.
7. If you suspect, but do not have enough evidence to place charges against a student for cheating, inform him of your concerns and caution him to correct his behavior.

C. Reporting of Violations and Procedures for Placing Charges

The following reporting procedures should be followed:
(additional information is available in the Judicial System section of the Student Handbook supplement)

1. (Optional but recommended.) When a faculty or student observes a violation, it is recommended that they first confront the alleged violator with the accusation and provide him with the opportunity to explain his actions.
2. If satisfied with the explanation, no further action is necessary.
3. If the student admits guilt and/or you believe he is guilty, advise him to self-report the violation by a designated deadline. Direct him to the Dean of Students office to make the report.
4. Contact the Dean of Students office (731-5321) in Walker Hall to ascertain whether or not the student has self-reported the alleged violation. If he has not, you should make the report. This report must be made within 10 (preferably 5) class days after the violation has occurred. The person making the report will be assisted in the completion of a charge slip to which he will affix his or her signature as the accuser. If the investigation reveals that there is sufficient evidence for a hearing to be scheduled, the accuser is generally required to appear and testify at the hearing.

D. Evidence of Guilt

Students have the right to the presumption of innocence until guilt is established. Guilt is determined by an admission of guilt by the accused or by the presentation of evidence which establishes guilt by the preponderance of evidence. Therefore, it is important to collect and retain all evidence which supports the charge (i.e., names of witnesses, test papers of persons in question, crib notes, seating charts, etc.). These should be made available to the person assigned to investigate the case.

E. Honor Violation Definitions

1. Lying - a misrepresentation of truth which misleads another constitutes lying. A student will not be charged with lying if a misrepresentation is immediately withdrawn without prompting or cross examination
2. Stealing - unauthorized appropriation or possession of the property of another.
3. Cheating - the possession, receipt, use or furnishing of unauthorized aid in any academic endeavor.
4. Failure to Report - students who commit a violation of the Radford College Honor Code who have knowledge that a student has committed a violation of the Honor Code are required to report the violation within ten (10) class days after the violation has occurred or the alleged violator has been identified. Failure to report is a violation of the Honor Code.
5. Plagiarism - plagiarism will result in a charge of cheating and/or stealing. Plagiarism is the use of ideas or thoughts of another which are not common knowledge without acknowledging the source(s) or, when applicable, identifying direct quotations.
   a. Every writer should keep in mind that his name as author on a paper, whether submitted to a professor in a course or to an editor for publication, is an implicit claim to full authorship of the contents; his readers have the right to expect him to point out any exceptions to full authorship.
   b. In order to avoid plagiarizing:
      (1) Quotation marks must be used:
         (a) When a statement is copied word for word.
         (b) When a particularly striking phrase or word is copied.
         (c) For long quotations (usually four lines or more) indention of the quoted lines is a standard substitute for quotation marks.
      (2) Footnotes must be used:
         (a) To acknowledge the source of a direct quotation.
         (b) To acknowledge a copied table, chart, or other diagram.
         (c) To acknowledge statistics.
         (d) To acknowledge an idea that is borrowed even if paraphrased or summarized. To avoid unintentional plagiarism, when a student is taking notes he should paraphrase, and make note of the source. Paraphrasing is writing in one's own words, not merely changing or omitting one or two words.
      (3) Footnotes are not necessary:
         (a) When the idea and wording come from the student's own mind.
         (b) When the information is common knowledge, which is considered to be any factual statement found in a general encyclopedia.
      (4) Footnoting an incorrect source will be considered as lying rather than plagiarism.
      (5) If a student has questions concerning documentation, he should consult his instructor before handing in the paper.
6. Forgery or Misuse of Nontransferable Documents or Instruments - forgery or the misuse of nontransferable documents or instruments including I.D. cards will result in a charge of lying and/or stealing. An owner of a document or instrument which is not permitted to be transferred and/or duplicated will be in violation of the Honor Code, if he willingly transfers or duplicates the document or instrument to another individual.

IV. INTERNAL GOVERNANCE PROCEDURES

The college operates under a governance system consisting of four councils. The following section describes this system.

PART 1: POLICY-RECOMMENDING STRUCTURE

SECTION A: THE FOUR COUNCILS

Most policy-recommending functions shall be delegated to four separate Councils, each reporting directly to the President. The four Councils shall be (listed alphabetical order):

(1) a College Affairs Council to recommend policy concerning academic matters and general College matters not otherwise delegated hereinafter

(2) a Faculty Affairs Council to recommend policy concerning faculty matters

(3) a Graduate Affairs Council to recommend policy concerning the graduate program, and

(4) a Student Affairs Council to recommend policy concerning student matters

The general rationale for these recommendations is: those parties most directly affected by policy should have the primary role in policy formulation.

SECTION B: MEMBERSHIP OF THE FOUR COUNCILS

The President shall serve as an ex-officio, non-voting member on each of the Councils. The Vice President for Academic Affairs shall serve as an ex-officio, non-voting member of the Graduate Affairs Council. The Vice-President for Student Affairs, the Vice President for Business and Finance, the Dean of the Graduate School, and the Dean of Students shall serve as ex-officio, non-voting members of the College Affairs Council.

(1) College Affairs Council

(A) 4 administrators
  (1) the Vice President for Academic Affairs
  (2) the 3 undergraduate Deans

(B) 6 faculty (elected proportionately by undergraduate Schools)*

(C) 6 students (5 selected by the Student Government Association and one selected by the Graduate Student Association)

Total: 16

(2) Faculty Affairs Council

(A) 4 administrators
  (1) the Vice President for Academic Affairs
  (2) the 3 undergraduate Deans

(B) 10 faculty (elected proportionately by undergraduate Schools)

(C) 3 students (2 undergraduates selected by SGA and one graduate student selected by GSA)

Total: 17

(3) Graduate Affairs Council

(A) the Dean of the Graduate School

(B - C) Each graduate degree program to have one faculty member on the Graduate Affairs Council and that the graduate student representatives to the Graduate Affairs Council

be changed proportionately. Graduate Faculty (elected by the graduate faculty -- no more than 2 from any one department; Graduate Students (selected by GSA)

* Allotment of faculty to the College Affairs Council, the Faculty Affairs Council, and the Student Affairs Council shall be strictly according to the numbers of faculty having full-time employment and who teach at least one course per quarter. Allotment figures shall be rounded to the nearest whole, providing that each School shall have at least one representative on each Council.

(4) Student Affairs Council

(A) 4 administrators
(1) the Vice President for Student Affairs
(2) the Dean of Students
(3) 2 student affairs staff members (recommended by the Vice President for Student Affairs and appointed by the President)

(B) 5 faculty (elected proportionately by undergraduate schools)

(C) 8 students:
(1) 3 selected by SGA
(2) one SGA Executive Council member (selected by same)
(3) Inter-Residence Hall Council Chairperson
(4) One Senator from the Non-Academic Affairs Council
(5) one day student (selected by the Day Student Council)
(6) one graduate student (selected by GSA)
Total: 17

SECTION C: POLICY-RECOMMENDING FUNCTIONS FOR EACH COUNCIL

Each Council shall be free to make suggestions on any subject to another Council, or to the President, but official policy-recommendations to the President shall be forthcoming only from the Council assigned the specific functions indicated.

(1) College Affairs Council

The policy-recommending role for general College matters not otherwise delegated hereinafter, and for undergraduate academic affairs and certain specific graduate academic affairs (including policy governing the following specified areas) shall be delegated to the College Affairs Council (*denotes areas of both undergraduate and graduate concern).

(A) academic honors programs and policies
(B) academic probation and suspension
(C) class attendance
(D) examinations
(E) class withdrawal
(F) grading
(G) admissions and recruitment
(H) transfer credit
(I) undergraduate degrees, programs and courses
(J) general education requirements
(K) teacher education
(L) undergraduate field services (such as recreation internships)
(M) College planning and budgeting*
(1) academic and non-academic priorities (services, positions, equipment, materials, facilities, fees, etc.)
(2) development and evaluation of resources, and determination of long-range planning
(N) continuing education*
(O) summer school (excluding policy governing selection of faculty personnel)*
(P) library*
(Q) registration and scheduling*
(R) undergraduate academic advising
(S) school calendar*

(T) vehicle and student parking
(U) academic organizational structuring of the College (staff positions, schools, departments)*
(V) evaluation of faculty (the policy-recommending role here to be exercised upon recommendations from both the Student Affairs Council and the Faculty Affairs Council)*
(W) innovations in academic programming
(X) community and public relations
(Y) commencement

(2) Faculty Affairs Council

The policy-recommending role for faculty matters, including policy governing the following specific areas, shall be delegated to the Faculty Affairs Council.

(A) recruitments and appointments
(B) raises and promotions
(C) tenure standards and procedures
(D) academic freedom and due process procedures
(E) release of non-tenured faculty
(F) grievance procedures for faculty
(G) selection of summer faculty
(H) selection and roles of Chairmen and Academic Deans
(I) faculty role, if any, in selection of the President and Vice President for Academic Affairs
(J) faculty evaluation of Chairmen
(K) faculty evaluation, if any, of Academic Deans
(L) faculty evaluation of faculty (recommendations here to be forwarded to the College Affairs Council, not to the President)
(M) professional responsibilities and duties:
  (1) faculty load (classes, office hours, extra-curricular duties, load reductions)
  (2) outside work
  (3) publishing and research
  (4) absences from classes
(N) fringe benefits and faculty welfare
  (1) faculty auditing of classes
  (2) faculty taking of classes for credit
  (3) sick leave and maternity leave
  (4) faculty parking regulations
  (5) office use
  (6) faculty fund raising
  (7) faculty dependent benefits
  (8) professional travel, leaves of absences, sabbaticals and research grants
  (9) academic building security
(O) academic protocol
(P) approval of candidates for degrees (regular and honorary)

(3) Graduate Affairs Council

The policy-recommending role for matters concerning the graduate program, including policy governing the following specific areas, shall be delegated to the Graduate Affairs Council.

(A) graduate degrees, programs and courses
(B) admissions, recruitments, and academic standards
(C) transfer credit
(D) graduate field services (such as psychology practicum)
(E) class attendance
(F) examinations
(G) class withdrawal
(H) grading
(I) academic advising
(J) academic honors programs and policies
(K) graduate student aid (excepting graduate resident assistants)

(4) Student Affairs Council

The policy-recommending role for student affairs, including policy governing the following specific areas, shall be delegated to the Student Affairs Council.

(A) campus rules and regulations
  (1) boarding
  (2) alcohol
  (3) demonstrations and picketing
  (4) firearms
  (5) fund raising among students
  (6) smoking
  (7) residence hall policies
  (8) students rights and responsibilities
(B) campus services
  (1) food service facilities, excluding dining halls
  (2) bookstore
  (3) post office
  (4) campus security
(C) student services
  (1) placement
  (2) undergraduate financial aid
  (3) laundry
  (4) health services
  (5) dining halls
  (6) student phones
  (7) housing policies
  (8) counseling center
(D) extra-curricular use of campus facilities
(E) extra-curricular programming
(F) Student Union
(G) clubs and organizations
(H) student activities budget
(I) student publications
(J) student grievance procedures
(K) student evaluation of faculty (policy recommendations here to be forwarded to the College Affairs Council and not to the President)
(L) evaluation of student affairs staff
(M) SGA and GSA constitutions

SECTION D: ELECTION AND ORGANIZATIONAL PROCEDURES FOR THE FOUR COUNCILS

(1) Faculty positions

(A) The faculty members of the College Affairs Council, Faculty Affairs Council, and the Student Affairs Council shall be allotted proportionately among the Schools (see footnote, page 44) and elected at-large within each undergraduate School. No faculty member shall serve on more than one of these three Councils.

(B) The faculty members of the Graduate Affairs Council shall be elected at-large by the Graduate School, providing that no more than two persons shall be elected from any one department.

(C) All faculty members of the four Councils shall serve two-year terms and be eligible for reelection. Terms shall be staggered so that one-half shall be elected annually.

(D) For any faculty member absent from the summer term or unable to complete any part of his term, a temporary alternate shall be selected by the electing unit.

(2) Student positions

(A) The undergraduate student members of the Councils shall be selected by the Student Government Association; the graduate student members shall be selected by the Graduate Student Association, and the Day Student member of the Student Affairs Council shall be selected by the Day Student Association.

(B) All student members of the College Affairs Council, the Faculty Affairs Council, and the Student Affairs Council shall serve one year terms and be eligible for reelection. Graduate student members of the Graduate Affairs Council shall serve two quarter terms, and be eligible for reelection.

(C) No student shall serve on more than one Council.

(D) Student members unable to serve for any quarter or quarters shall be temporarily replaced as the electing units shall determine.

(3) Election procedures

(A) Student and faculty elections of Councilmen shall be held in April, except for the graduate student selections to the Graduate Affairs Council, which shall be held at the beginning of fall and spring quarters.

(B) In all elections by faculty bodies, secret ballots shall be used, and run-offs shall be held if necessary to insure that each elected representative receives a majority of the votes cast.

(4) Council organization and procedures

(A) The initial meetings of the new Councils shall be held within the first two weeks of fall quarter.

(B) The College Affairs Council, the Faculty Affairs Council, and the Student Affairs Council shall elect their own Chairman. However, the chairman of the Faculty Affairs Council must be a faculty member. Elections of Chairmen shall be held without formal nominations, and by secret ballot, with a majority of votes cast necessary for election. If no member receives a majority of votes on the first ballot, then a run-off shall be held among the top three candidates. If a second ballot likewise fails to produce a majority vote for any one member, then a second run-off shall be held between the two top candidates.

(C) The Dean of the Graduate School shall serve as Chairman of the Graduate Affairs Council.

(D) Chairmen shall designate a presiding officer in their absence.

(E) Each Council shall also elect its own Secretary, who need not be a Councilman.

(F) Robert's Rules of Order Newly Revised shall govern all proceedings of the Councils.

(G) Any vote in a Council meeting shall be by secret ballot if requested by the majority of those present.

(H) Absentee voting shall be permitted for specific issues or elections on the agenda.

(I) All meeting of the Councils, subject only to space limitations, shall be open to faculty, students, and staff of the College. Observers may request permission of a Council to testify or participate in debate.

(J) Minutes of the Councils shall be forwarded to:
(1) the President, the Vice Presidents and the Deans
(2) the SGA and GSA Executive Councils
(3) the Day Student Association and GSA president (to be posted)
(4) to each residence hall (to be posted)
(5) to each academic building (to be posted)
(6) to the editors of the College manuals and to the Director of Information and Publications
(7) to all members of the other three Councils

(K) In addition, minutes of the Faculty Affairs Council shall be forwarded to all faculty.

SECTION E: DISPOSITION AND REVIEW OF POLICY RECOMMENDATIONS FROM THE FOUR COUNCILS

(1) All policy recommendations from the Councils shall be conveyed directly to the President.

(2) Recommendations from the Councils shall take effect in 30 days unless disapproved by the President or unless the President approves but stipulates that final action must be taken by the Board of Visitors.

(3) If the President disapproves any Council recommendation, or takes exception to any part of it, he shall convey his objections to the originating Council within 30 days, and the Council shall have 30 days to reconsider and resubmit its proposal. Resubmission of the same proposal shall require a two-thirds majority vote. Submission of a revised proposal shall require a simple majority vote.

(4) All resubmitted Council recommendations, having received a two-thirds majority vote, shall be forwarded by the President to the Board together with his recommendations.

(5) Normally, the President will originate policy recommendations to the Board of Visitors on matters within the policy-recommending role of the Councils only upon the failure of the appropriate Council to submit recommended policy within 90 days after being requested to do so by the President.

(6) The 30 and 90 day time limits indicated above may be reduced or extended by mutual consent of both the President and the appropriate Council.

SECTION F: LINES OF COMMUNICATION BETWEEN THE COUNCILS, THE PRESIDENT AND THE BOARD OF VISITORS

(1) The Executive Council to the President

(A) The Executive Council to the President shall be created to meet with the President. The Executive Council to the President shall:
(1) advise the President on general College matters, including Council recommendation, and
(2) make recommendations to the President concerning desirable alterations in the College's internal governance.

(B) Members of the Executive Council to the President shall include:
(1) the SGA President
(2) the GSA President
(3) the President of the Faculty
(4) 12 others — 3 from each Council, these 3 to include one student, one faculty member, and one administrator

(C) Executive Council to the President members shall be selected as follows:
(1) the student members of each Council shall elect the student representatives to the Executive Council to the President
(2) the faculty members of each Council shall elect the faculty representatives, and
(3) the President shall select the administrative members

(2) Board of Visitors Committee

It is recommended that, if and when the Board deems it appropriate and upon the request of the Board or upon the recommendation of the President, and approval by the Board, certain appropriate faculty, staff, and students be invited to meet, along with the President, with various committees of the Board.

SECTION G: STANDING COLLEGE-WIDE COMMITTEES — ELECTION AND ORGANIZATIONAL PROCEDURES

(1) Various standing College-wide committees, hereafter indicated, shall be established. Most shall be subordinate to the three Councils (College Affairs Council, Faculty Affairs Council, and Student Affairs Council). Special committees shall report directly to the President.

(2) The Graduate Affairs Council shall establish its own standing committees, if any. Both faculty and graduate students shall serve on any such committees. If it proves necessary to go beyond the Council's own membership to staff committees, then the Graduate School faculty shall determine proper procedures for selection of faculty committeemen, and the GSA shall make the necessary student selections.

(3) Except for future standing committees under the Graduate Affairs Council, and unless otherwise stated, faculty members of standing College-wide committees shall be elected by procedures recommended by the Faculty Committee on Committees within the Faculty Affairs Council, and approved by the general faculty.

(4) Unless otherwise designated, all student members of standing College-wide committees shall be selected by the SGA or by GSA.

(5) Unless when designated by office, all student members of standing committees shall serve one-year terms, and all faculty members shall serve two year terms. Selections or elections shall be made by October first. Faculty terms shall be staggered so that approximately an equal number are selected or elected each year.

(6) The administrative members of standing College-wide committees shall be recommended by the appropriate Vice President and appointed by the President. This report includes recommendations for the assignment of certain administrators to certain committees.

(7) Unless otherwise stated, all committees shall organize annually by mid-October, and elect Chairmen from their membership, and also a Secretary, not necessarily a member.

(8) Minutes of all committee meetings shall be forwarded to:
(A) the Chairmen of all four Councils
(B) the members of the parent Council
(C) the appropriate Vice President and the President

(9) All committees shall follow Robert's Rules of Order Newly Revised in their proceedings.

(10) Committees recommended hereafter shall be listed as either "policy" or "action" committees, or both. Listing of a committee as a "policy" committee shall not preclude future action function for such a committee.

SECTION H: COMMITTEES UNDER THE COLLEGE AFFAIRS COUNCIL

The following standing committees shall be created under the College Affairs Council to make recommendations to the Council* for the specific policy functions indicated. Unless otherwise designated, student members shall be undergraduates.

(1) Academic Honors Program and Policies Committee

(A) Policy and action function: to recommend, review and administer the undergraduate honors program and academic honors policies of the College (item A, page 44)

(B) Membership: 1 administrator
4 faculty
3 students

Total: 8

(2) Academic Policies and Procedures Committee

(A) Policy function: to recommend and review policy concerning admissions, academic readmissions, academic probation and suspension, class attendance, examinations, class withdrawal and grading (items B, C, D, E, F, G, H, page 44)

(B) Membership: the 3 undergraduate Deans
6 faculty
3 students

Total: 12

(3) Curriculum Policies Committee

(A) Policy function: to recommend policy concerning (items I and J, page 44):
(1) requirements for undergraduate degrees

(2) requirements for undergraduate majors
(3) general education requirements
(4) course proposals, adoptions and revisions
(5) innovations in academic programming

(B) Action function: to review and or make specific proposals (subject to approval of the College Affairs Council) concerning:
(1) undergraduate degrees
(2) undergraduate majors
(3) general eudcation
(4) new academic programs

(C) Membership: the Vice President for Academic Affairs
the 3 undergraduate Deans
9 faculty (allotted proportionately by Schools, with no more than one from any department)
5 students

Total: 18

(4) Teacher Education Committee

(A) Policy function: to recommend and review policy concerning the Teacher Education programs (item K, page 44)

(B) Membership: the Director of Student Teaching
6 faculty (3 from the School of Education, 2 from the School of Arts and Sciences, and one from the School of Applied Arts and Sciences)
4 students (juniors or seniors in teacher education program)

Total: 11

(5) Fiscal Exigency Committee

(A) Policy and action function: to make recommendations when requested by the President in the event that the President declares that a fiscal exigency exists. Such recommendation will be directed first to the Vice President for Academic Affairs who will make his recommendations to the President who will in turn make his recommendations to the Board of Visitors.

(B) Membership: 4 Academic Deans
1 Vice President for Business and Finance
1 Vice President for Student Affairs
9 Faculty (proportioned by schools)
3 Students (2 undergraduates, 1 graduate)

Total: 18

(6) Continuing Education Committee

(A) Policy function: to recommend and review policy concerning continuing education (item N, page 44)

(B) Membership: the Graduate Dean
6 faculty (allotted proportionately by School)
4 students (2 undergraduate, 2 graduate)
the Vice President for Business and Finance
1 administrator (the Director of Continuing Education, if appointed)

Total: 13

(7) Summer School Committee

(A) Policy function: to recommend and review policy concerning the operation of the summer school (except for policy governing selection of summer faculty) (item O, page 44)

(B) Membership: the Graduate Dean
one other administrator
6 faculty (2 per School)
4 students (2 undergraduate, 2 graduate)

Total: 12

(8) Library Committee

(A) Policy function: to recommend and review policy concerning the library's operation (item P, page 44)

(B) Membership: the Library Director
one professional from the library professional staff
5 faculty
3 students (2 undergraduate, 1 graduate)

Total: 10

(C) Only a faculty member shall chair this Committee

(9) Academic Advising, Registration, Scheduling and College Calendar Committee

(A) Policy function: to recommend and review policy governing registration, scheduling, undergraduate academic advising and the College calendar (items Q, R, S, page 44)

(B) Membership: the Graduate Dean
1 other administrator
3 faculty
3 students (2 undergraduate, 1 graduate)
the Director of Student Academic Advising Services (ex-officio)

Total: 9

(10) Undergraduate College Catalog and Personnel Handbook Committee

(A) Action function: to make recommendations concerning the college catalog and personnel handbook

(B) Membership: 3 faculty
1 student
1 administrator
the Director of Information and Publications

Total: 6

(11) Campus Beautification Committee

(A) Policy and action function: to recommend, review and administer policy concerning campus beautification.

(B) Membership: the Director of Buildings and Grounds
the Supervisor of Grounds
the President's wife, ex-officio
5 faculty
4 students
1 administrator
2 townspeople and alumni

Total: 15

(12) Community and Public Relations Committee

(A) Policy and action function: to recommend policy and to assist the College in the area of community and public relations (item X, page 45)

(B) Membership: the Director of Information and Publications
one other administrator
3 faculty
3 students

Total: 8

(13) Commencement Committee

(A) Policy and action function: to organize the commencement program and related activities (item Y, page 45). Unlike other committees, the Commencement Committee shall organize at a time appropriate and convenient to the class involved.

(B) Membership: Registrar
the Assistant to the President
Senior Class Sponsor(s)
Senior Class Officers
1 Graduate Student
2 Faculty Members

Total: flexible

(14) Traffic Committee

(A) Policy and Action Function:
(1) to recommend and review policy governing vehicle registration
(2) to recommend and review policy governing student, faculty and staff parking and traffic regulations
(3) to hear all appeals of campus parking and traffic citations
(4) to review and edit the publication of PARKING AND TRAFFIC REGULATIONS

(B) Membership: the Security Chief
1 other administrator
2 faculty
4 students (2 boarding students, 1 day student, 1 graduate student)
1 staff member* appointed by the President

Total: 9

*Please note that the staff member is a new member requested by the Traffic Committee. Since the Staff come under these Traffic Regulations, the Committee feels they should be represented on the Committee

SECTION I: COMMITTEES UNDER THE FACULTY AFFAIRS COUNCIL

The following standing committees shall be created under the Faculty Affairs Council, to make recommendations to the Council for the specific policy function indicated. Unless otherwise designated, student members shall be undergraduate.

(1) Faculty Committee on Committees

(A) Policy and action function: to recommend and review procedures regulating election of faculty to all standing College-wide committees. The procedures recommended shall be subject to amendment and approval by a general faculty meeting chaired by the President of the Faculty.

(B) Pending approval of permanent procedures, the Faculty Committee on Committees shall itself select all faculty on standing College-wide committees, except for the Academic

Freedom and Tenure Committee, the Faculty Grievance Committee, and all committees in which faculty are apporioned by Schools. These shall be elected by the appropriate faculty.

(C) Membership: the 10 faculty members of the Faculty Affairs Council.

(2) Faculty Personnel Committee

(A) Policy function: to recommend and review policy governing the following areas (items A, B, G, J, K, L, page 45)
(1) recruitments and appointments
(2) raises and promotions
(3) summer employment of faculty
(4) faculty evaluation of faculty and Chairmen
(5) faculty evaluation, if any, of Deans

(B) Membership: the 3 undergraduate Deans
10 faculty
3 students

Total: 16

(3) Faculty Professional Standards Committee

(A) Policy function: to recommend and review policy and procedures concerning the following (items C, D, E, F, L, page 45)
(1) tenure standards and procedures
(2) academic freedom and due process procedures
(3) release of non-tenured faculty
(4) faculty grievance procedures
(5) professional duties and responsibilities
(a) faculty load (classes, office hours, extra-curricular duties, load reductions)
(b) outside work
(c) publishing and research
(d) absences from classes

(B) Membership: 2 administrators
10 faculty
2 students

Total: 14

(4) Faculty Welfare and Fringe Benefits Committee

(A) Policy function: to recommend and review policy concerning academic protocol (item O, page 45 and faculty fringe benefits and welfare (item N, page 45, as follows:
(1) faculty auditing of classes
(2) faculty taking of classes for credit
(3) sick leave and maternity leave
(4) faculty parking regulations
(5) office use
(6) faculty fund raising
(7) faculty dependent benefits
(8) professional travel, leaves of absences, sabbaticals and research grants
(9) academic building security

(B) Membership: 1 administrator
6 faculty
1 student

Total: 8

SECTION J: COMMITTEES UNDER THE GRADUATE AFFAIRS COUNCIL

The Graduate Affairs Council shall establish its own standing committees, if any.

SECTION K: COMMITTEES UNDER THE STUDENT AFFAIRS COUNCIL

The following standing committees shall be created under the Student Affairs Council, to make recommendations to the Council for the specific policy functions indicated. Unless otherwise designated, student members shall be undergraduates.

(1) College Services Committee

(A) Policy function: to review policy annually, to recommend policy and to hear complaints concerning the services in the following areas:
(1) campus security
(2) all food services
(3) bookstore
(4) career development and placement
(5) undergraduate financial aid
(6) laundry
(7) health services
(8) post office
(9) student phones
(10) housing policies
(11) counseling center

(B) Membership: the Director of Auxiliary Enterprises
3 Student Affairs Staff Members
2 Faculty
6 Students (1 Senator from each quad., 1 day student, 1 graduate student)

Total: 12

(2) Campus Life Committee

(A) Policy and action function: to review, recommend and administer policy regulating campus-wide programming and campus-wide programming organizations, to review and recommend recognition of standing or ad hoc programming organizations; to review and recommend programs to Student Activity Budget Committee for funding. All campus-wide programming committees operate under the authority granted by Campus Life Committee.

(B) Membership: 1 Heth Program Advisor
1 Dean of Student's Staff
3 Faculty - 1 per school
1 Graduate Student
1 Day Student
2 Residence Hall Students
1 Student Life Chairperson
Ex-officio - Representative of each recognized campus-wide programming organizations, the Office of Intramurals and the Office of Residential Life

(C) As a point of clarification for the Campus Life Committee, the following is suggested (but not necessarily inclusive) interpretation of responsibilities inferred by the policy and action function:
(1) To consider all questions and problems regarding campus-wide programming organizations to include such areas as:
(a) Developing policies regarding the coordination of events for major campus-wide activities (e.g. Parents and Homecoming Weekend, Spring Festival).
(b) Developing policies regarding the use of, heretofore, unregulated campus facilities (e.g. outdoor spaces) for campus events.
(c) Developing general policies regarding campus-wide events.
(2) To facilitate the establishment of a formal relationship between the College and the organizations created to provide campus-wide programming through a recognition procedure which infers:

(a) The development of criteria by which to evaluate groups applying for recognition.
(b) The subsequent accountability of the recognized organizations to the Campus Life Committee regarding any changes in the original recognition agreement, infraction of that agreement, infraction of College policy or complaint.

(3) To assist in the process of evaluating programs and ad hoc Special Projects Committee for funding by reviewing those requests submitted to SABC and making recommendations regarding those requests. Although it is understood that the analysis of specific monies requested cannot be disregarded in reviewing the requests, the recommendations should generally be concerned with the content of the program in the context of the total scope of campus-wide programming policy and coordination.

Total: flexible

(3) Committee on Clubs and Organizations

(A) Policy and action function: to recommend, review and administer policy regulations, student clubs and organizations (item G, page 46)

(B) Membership: 1 student affairs staff member
3 faculty
5 students

Total: 9

(4) Student Activities - Budget Committee

(A) Policy and action function: to recommend, review and administer policy concerning the student activities budget (item H, page 46)

(B) Membership: 1 student affairs staff member
3 faculty
5 students (4 undergraduates, 1 graduate)

Total: 9

(5) Student Publications Committee

(A) Policy and action function: to recommend, review and administer policy concerning student publications (item I, page 46)

(B) Membership: 1 student affairs staff member
2 faculty
2 advisors (one per publication)
4 students (not serving on publication staffs)

Total: 9

(6) Student Grievance Committee

(A) Policy and action function: to recommend and review policy and procedures for the handling of student grievance, and to hear student grievances not referred elsewhere (item J, page 46)

(B) Membership: 1 student affairs staff member
2 faculty
4 students (3 undergraduate, 1 graduate)

Total: 7

(7) Judicial Policies Committee

(A) Action function:
(1) To evaluate Judicial System.
(2) To select Student Investigation Chairperson, Investigators, appointed advocates and student and faculty members of Campus J-Board, Administrative Hearing Board, and Student Judicial Appeals Board.
(3) To select student representatives to hall and quad J-Boards when hall staff and house

councils are not in mutual agreement as to their selection.
(4) To remove representatives from a judicial position.
(5) To establish ranges of judicial actions for violations.
(6) To recommend policy to the Student Affairs Council regarding the judicial system.
(7) To interpret judicial policies and procedures.
Note: All judicial bodies operate under the authority granted to them by the Judicial Policies Committee.

(B) Membership:
Dean of Students
2 Faculty
Judicial Coordinator/Administrative Investigation Chairperson
Student Investigation Chairperson
IRHC Chairperson
2 students
Chairpersons of Campus J-Board, Administrative Hearing Boaru, Student Judicial Appeals Board (ex officio, non-voting)

Total: 11

(8) Student Handbook Committee

(A) Action function: to compile and edit the Student Handbook

(B) Membership:
1 Dean of Students staff member
3 students
Director of Information & Publications

Total: 5

(9) Review Committee

(A) Action function: to review and/or hear appeals of the following decisions and recommend action to the Student Affairs Council:
(1) in-state residency
(2) off-campus residency
(3) requests denied by Publications Committee (including removal of an editor), Student Activity Budget Committee and Committee on Clubs & Organizations.

(B) Membership:
Student Affairs Council Chairman
Vice President for Student Affairs
1 Student Affairs Staff Representative of SAC
1 Faculty Representative of SAC
2 Student Representatives of SAC

Total: 6

(10) Student Awards Committee

(A) Action function: to recommend, review, and administer policy concerning the Who's Who program and other campus-wide student award activities.

(B) Membership:
1 Student Affairs Staff
2 Faculty
4 Students

Total: 7

(11) In addition to these standing committees above, the two student organizations, SGA and GSA, shall serve as auxiliary bodies to the Student Affairs Council in making policy recommendations in the following areas:

(A) campus rules and regulations
(B) student evaluation of faculty
(C) SGA and GSA constitutions

SECTION L: SPECIAL COMMITTEES

In addition to the standing committees existing under the four parent Councils, the following special committees shall be created, each reporting directly to the President. Unless otherwise designated, student members shall be undergraduates.

(1) Academic Freedom and Tenure Committee

(A) Action function: to hear cases concerning persons holding faculty rank relating to questions of academic freedom, due process, and tenure.

(B) Membership: 6 tenured faculty (4 from the School of Arts and Sciences; one from the School of Applied Arts and Sciences; one from the School of Education)
1 tenured faculty elected at-large

Total: 7

(C) Elections

(1) Election for the at-large faculty member of the Committee shall be conducted at the same time and in the same manner as the election of the President of the Faculty (see page 58) A list of all tenured faculty shall be distributed to all faculty a week before the election takes place.

(2) Elections for the School representatives on the Committee shall be held at the same time and in the same manner as the School elections for Councilmen. A list of all School tenured faculty shall be distributed a week before the election takes place.

(3) Members of the Committee shall serve 3 year terms, staggered so that roughly an equal number shall be elected annually.

(D) Procedures

Pending permanent and detailed procedures as proposed by the Faculty Affairs Council, and unless otherwise designated herein, the Committee shall follow present Academic Freedom and Tenure Committee procedures except that the Committee shall report to the President of the College who in turn will make his recommendations to the Board of Visitors. Minutes of the Committee shall be confidential.

(2) Faculty Grievance Committee

(A) Action Function: to hear grievance cases from faculty concerning:
(1) Denial of Tenure
(2) Nonreappointment
(3) Promotion

(B) Membership: 6 tenured faculty (4 from the School of Arts and Science; one from the School of Applied Arts and Sciences; one from the School of Education)
1 tenured faculty elected at-large

(C) Elections: Members shall be elected in the same manner and for the same terms as members of the Academic Freedom and Tenure Committee.

(D) Procedures: The Committee shall elect its own Chairman and Secretary (not necessarily a member). Minutes shall be confidential. The committee shall consider the substantive merits or demerits of a case, and not confine itself merely to aspects of due process. It shall report to the Academic Deans, the Vice President for Academic Affairs, or the President. The President will make his recommendations to the Board of Visitors.

(3) Grievance Committee for Non-Classified Professional Staff

(A) Policy and action function: to establish grievance procedures and to hear grievances and suggestions from the non-classified professional staff.

(B) Membership: 3 staff (non-faculty, non-classified)
1 alternate (to function if one of the 3 above is involved in a grievance)

Total: 3

(C) The Committee shall be elected annually at a meeting of all College non-classified professional staff, initially called by the Vice President for Student Affairs, and called thereafter by the Chairman of the Committee.

(D) The Committee shall report to the appropriate Vice President or to the President. The President will make his recommendations to the Board of Visitors.

(4) Intercollegiate Athletics Board

(A) Policy function: to recommend and review policy concerning intercollegiate athletics.

(B) Membership: 1 representative from the Recreation Association
the Chairman of the Campus Life Committee
the Chairman of the Physical Education Department
4 non-physical education departmental faculty
2 students (one male, one female)
1 administrator from Business and Finance

Total: 10

(5) Executive Council to the President

The Executive Council to the President has already been described.

(6) Heth College Center Policy Board

(A) Policy function: to develop and review policy for the operation of Heth College Center.

(B) Membership: 2 Faculty
Vice President for Business & Finance
Director of Auxiliary Enterprises
Director of Heth College Center
2 Student Affairs members appointed by the President
Campus Life Chairman
1 Student Government Association Representative
(Executive Council Member)
1 Day Student (selected by Day Student Council)
1 Graduate Student Association Representative
1 other undergraduate selected at large by SGA
1 Program Advisor from Heth Center

Total: 13

PART 2: ADMINISTRATIVE STRUCTURING OF THE COLLEGE

SECTION M: GENERAL FACULTY ORGANIZATION

(1) Each April, a week before the School election of Councilmen, a general faculty meeting shall be held to elect the following officers:

(A) the President of the Faculty

(B) a secretary (not necessarily a faculty member)

(C) a parliamentarian

(2) Elections for these positions are by secret ballot, with a run-off required if no candidate receives a majority of the votes cast.

(3) General faculty meetings may be convened:

(A) by the President of the College who shall preside at the meeting

(B) by the Vice President for Academic Affairs who shall preside at the meetings

(C) upon the initiative of the President of the Faculty who shall preside at such meetings

(D) at the direction of the whole faculty in general meetings with the President of the Faculty presiding

(E) upon written petition of 25% of the faculty with the President of the Faculty presiding

(4) Voting membership in general faculty meetings shall be limited to those faculty having full-time employment and who also teach at least one course per quarter.

(5) The general faculty shall establish standing or ad hoc committees as desired.

(6) Minutes shall be forwarded to:

(A) all faculty

(B) the Deans, the Vice Presidents, the President

(C) the Chairmen of the four Councils

(7) Robert's Rules of Order Newly Revised shall govern proceedings of general faculty meetings.

(8) The general faculty shall not be assigned policy-recommending functions within the Council structure. However:

(A) proposals from the College Affairs Council for alternations in the general education requirements shall be subject to approval by the whole faculty. The College Affairs Council will forward recommendations concerning general education requirements to the President only upon the failure of the whole faculty to act within 90 days after receiving a proposal from the Council.

(B) proposals from the Faculty Committee on Committees of the Faculty Affairs Council concerning procedures for selection of faculty on standing College-wide committees shall be subject to approval by the whole faculty.

SECTION N: SCHOOL ORGANIZATION

(1) Organization and Procedures

The following organizational guidelines shall govern the School of Arts and Sciences, the School of Applied Arts and Sciences, the School of Education, and the Graduate School:

(A) The Dean shall preside at School meetings.

(B) Each October the School faculty shall elect the following additional officers:
(1) Vice Chairman
(2) Secretary (not necessarily a faculty member)
(3) Parliamentarian

(C) Membership in the undergraduate Schools shall be limited to those faculty having full-time employment, and who also teach at least one course per quarter.

(D) Until otherwise determined by the Graduate School, membership in the Graduate School shall be limited to those faculty in departments with graduate programs, who teach graduate courses or advise graduate students.

(E) All elections (for School officers, for School representatives on the four Councils, for committeemen) shall be by secret ballot, with a run-off required if no candidate receives a majority of the votes cast.

(F) School meetings shall be convened by the Dean in any one of the following ways:
(1) upon the initiative of the Dean
(2) at the direction of the School faculty in School meeting
(3) upon written petition of the 10% of the faculty
(4) once a quarter in any case

(G) School meetings shall be convened and chaired by the Vice President for Academic Affairs:
(1) upon the initiative of the Vice President for Academic Affairs or the President
(2) upon written petition of 20% of the School faculty

(H) Items shall be placed on the agenda at the written request of any faculty member. New business may be presented from the floor.

(I) Minutes of School meetings shall be circulated to:
(1) all School faculty
(2) the other academic Deans, the Vice President for Academic Affairs, and the President
(3) the Chairmen of the 4 Councils

(J) The Schools shall follow Robert's Rules of Order Newly Revised in their proceedings.

(K) Any vote in a School meeting shall be by secret ballot if requested by 10% of faculty members present.

(2) Standing School Committees

The following standing committees shall be established within each undergraduate School, subject to future policy revisions as proposed from the College Affairs Council and Faculty Affairs Council.

Other standing ad hoc committees may be established by the School faculty or by the Dean, the membership to be appointed or elected as the faculty shall direct.

(A) School Curriculum Committee

(1) Action function: to review and/or make proposals: (a) for addition or revisions of courses, and (b) for additions or revisions of major programs.

(2) Course proposals shall be forwarded to the College Affairs Council. Proposals concerning majors shall be forwarded to the College Curriculum Policies Committee.

(3) Membership: the Dean
1/4 of the total to consist of students (including one graduate student) selected by SGA and GSA
the remainder to be faculty with 2 years terms, staggered so that roughly an equal number shall be elected by the School faculty annually every October

(4) The Committee shall elect its own Chairman and Secretary (the latter not necessarily a member).

(5) Minutes of the Committee shall be forwarded to:
(a) the School faculty
(b) the College Affairs Council members
(c) the Curriculum Policies Committee
(d) the President

(B) School Personnel Committee

(1) Action function: to hear grievance cases from faculty on any personnel matter not related to questions of academic freedom and tenure, denial of tenure, non-reappointment, or promotions.

(2) Membership: 7 tenured faculty (elected at-large to 2 year terms, staggered, so that roughly one-half shall be elected annually each October)

(3) The Committee shall elect its own Chairman and Secretary (not necessarily a member). The minutes shall be confidential.

(4) The Committee shall have jurisdiction if negative recommendations have been made by either the Department Personnel Committee, the Department Chairman, or the Dean. All three shall appear before the Committee; the faculty member involved shall likewise have a right to appear. The Committee shall report to the Vice President for Academic Affairs.

SECTION O: DEPARTMENTAL ORGANIZATION

(1) Organizational Procedures

(A) The Chairman shall chair department meetings.

(B) Each October the Department shall elect a Secretary (not necessarily a member).

(C) Elections shall be by secret ballot, with a run-off required if no candidate receives a majority of the votes cast.

(D) Departmental meetings shall be convened by the Chairman in any one of the following ways:
(1) upon the initiative of the Chairman
(2) as directed by the department in meeting
(3) upon written petition of 10% of the department members
(4) upon request of the Dean

(E) Departmental meetings shall be convened and chaired by the Dean:
(1) upon the initiative of the Dean
(2) upon petition of 20% of the departmental faculty

(F) Membership in a department shall be limited to those faculty having full-time employment and who also teach at least one course each academic quarter.

(G) Items shall be placed on the agenda at the written request of any faculty member. New business may be presented from the floor.

(H) Minutes of department meetings shall be forwarded to: (1) all department members and (2) the Dean, the Vice President for Academic Affairs, and the President.

(I) Robert's Rules of Order Newly Revised shall govern all proceedings

(J) Any vote in a departmental meeting shall be by secret ballot if requested by any department member.

(2) Standing Departmental Committees

Until permanent policies are proposed by the College Affairs Council and the Faculty Affairs Council, the following standing committees shall be established in each department (in the case of committee A below, departments with 9 or fewer faculty may prefer to function as committees of the whole). Other committees may be estalished by the department or by the Chairman, the membership to be appointed or elected as the department shall direct.

(A) Department Curriculum Committee

(1) Action function: to make recommendations to the department concerning:
(a) course proposals and revisions
(b) major proposals and revisions

(2) Membership: 3 to 5 faculty elected annually in October
1 upperclass student major selected by a student's major club

Total: 4 to 6

(B) Department Personnel Committee

(1) Action function: to initiate recommendations concerning recruitments, promotions, criteria for raises, summer school assignments, release of non-tenured faculty, granting of tenure, and evaluation of faculty, and to hear student grievances concerning department members

(2) Membership: all tenured faculty of the department

(3) Procedures: (a) The Committee shall elect its own Chairman and Secretary
The Committee shall report to the departmental Chairman, and the Chairman shall forward his recommendation, together with the Committee's to the Dean.
(b) If fewer than 3 tenured faculty exist within a department, the entire department shall act as the Personnel Committee.

(3) Interim Evaluation Procedures

Until permanent procedures are established by the Faculty Affairs Council:

(A) the Dean shall request all departmental faculty to submit annually an informal written evaluation of the Chairman, which may be anonymous if the evaluator desires.

(B) the Dean and the Chairman shall annually compose a written evaluation of all departmental faculty.

COUNCILS ELECTIONS

All faculty members of four councils shall serve two year terms and are eligible for reelection. Terms shall be staggered so that one-half shall be elected annually.

Student members to councils shall serve one year terms and are eligible for reelection.

Graduate students to councils shall serve two quarters and are eligible for reelection.

Student and faculty election of councilmen shall be held in April.

Graduate student selections to Graduate Affairs Council shall be held at the beginning of Fall and Spring quarters.

STANDING COLLEGE-WIDE COMMITTEE ELECTIONS

Members shall be elected by procedures recommended by the Faculty Committee on Committees as approved by the general faculty.

Unless designated by office, all student members of standing committees shall serve one-year terms.

All Faculty shall serve two-year terms staggered so that an equal number is selected each year.

Selections or elections shall be made by October 1.

Terms of faculty staggered so an approximately equal number are selected or elected each year.

Unless otherwise stated, all committees shall organize annually by mid-October and elect chairmen from their membership and a secretary not necessarily a member.

V. COLLEGE SERVICES AND PROCEDURES

A. Auxiliary Enterprises

The Auxiliary Enterprises are the self-supporting operations of the college. They include the following:

Bookstore
Food Service
Heth College Center
Laundry
Residential Facilities

The Director of Auxiliary Enterprises also is responsible for the following areas:

Food and drink vending
Scheduling Preston Auditorium
Workshop-Conference fee schedules

1. Bookstore Policies

The bookstore is located in the lower level of Heth College Center. Operation hours are:

Monday - Friday	8:30 a.m. to 4:30 p.m.
Saturdays	12 noon to 4 p.m.

Special Hours are posted during beginning of each quarter.

Ordering

The bookstore's function is to have books for sale to the students for all classes taught. The teaching staff is sent textbook requisitions early in the quarter so they may submit requirements to the bookstore indicating author, title, editor, etc. The bookstore then proceeds to order the books, after taking into account the sale history of each title, estimated number of students, etc. The Store has No Voice in Selection of Title or Edition.

Prices

Prices are determined by the publisher. Those books that are not pre-priced by the publisher are marked by the bookstore in accordance with the list price shown on the invoice or packing slip which accompanies the shipment. If the publisher raises a price, the bookstore must act accordingly.

New Editions

The store orders the edition which has been requested by the teaching staff. Once the book has been updated and published in a new edition, the old one has no cash value.

Desk Copies

Faculty may borrow desk copies from the bookstore until a replacement is sent from the publisher, by signing a card acknowledging receipt and promising to either return or pay for books by the end of quarter in which it is borrowed.

Book Returns

Books cannot be returned for refund during RUSH. Students are advised to go to class before buying books. Books may be returned during second and third week or during drop-add period set by the registrar's office. Only books that are in a new, resaleable condition with no markings or damage may be returned. The student must have a cash register receipt and a drop-add slip from the registrar's office confirming the class change. A card must be filled out to show class dropped and student's name. Finding a used copy after purchasing is not a reason for returning a book.

Personnel

The bookstore operates with a manager in charge. Each employee is trained to operate the cash register, also, is familiar with titles of books and courses taught so that he (or she) is able to perform any task in the store. The secretary is in charge of all ordering and in the absence of the manager is next in command. A clerk is in charge of the stationery department. She orders, keeps stock in order and in general manages greeting card and stationery department. Another clerk manages the soft goods department. Orders all college related items such as sweat shirts, jewelry, mugs, etc. Also, offers special printing to clubs and sororities. The stockroom clerk is in charge of all shipping and receiving. The textbook clerk supervises all books, keeping a record of date and quantity of books received, number on hand and when returned or reason for holding after end of quarter. These are filed under author.

Academic Apparel

Econ-O academic apparel, which is stored in the bookstore, is issued each quarter to the graduating class. The fee for this purchase is paid to the treasurer's office and the receipt is presented when the apparel is received. Students are notified in advance of the days set for issuing caps and gowns.

Special Services

Academic apparel for faculty (rental and purchase)
Invitations (also, will have name cards printed)
Class rings
German, Cotillion Club and Nursing pins
Sorority decals, hats, and jewelry
Special order any book not carried in stock
Scholarships, Rehabilitation, etc. books are charged in bookstore and billed to the regional office.
Jackets, etc. ordered and printed for clubs and sororities.

2. Food Service Policies

Cafeteria facilities are located in Muse and Walker Halls. Food service is available at Muse--Monday through Friday. Walker Dining Hall is open seven days each week.

Identification cards are required of all boarding students at each meal. Guests are welcome, and the charges are as follows:

Breakfast	$1.25
Lunch	$1.75
Dinner	$2.25

Serving Hours:

Breakfast	
Monday - Friday	7:00 a.m. to 9:00 a.m.
Saturday - Sunday	8:00 a.m. to 10:00 a.m.
Continental Breakfast	
Monday - Friday	9:00 a.m. to 9:30 a.m.
Saturday - Sunday	10:00 a.m. to 10:30 a.m.
Lunch	
Monday - Friday	11:00 a.m. to 1:30 p.m.
Saturday - Sunday	11:30 a.m. to 1:30 p.m.
Dinner	
Sunday - Saturday	4:00 p.m. to 6:00 p.m.

Food, beverages, and equipment may not be taken from the dining areas.

Shoes or sandals should be worn in all food service areas for health and safety requirements.

Guests who wish to reserve facilities for meals must coordinate their requirements with the food service Director in Walker Hall and/or the Director of Heth College Center.

Reservations

Reservations for use of Muse Coffee Shop or the private dining area in Walker may be made by contacting Mr. Gardiner in Walker Hall, extension 5351.

Complaints and Suggestions

Contact the director of food service at extension 5351.

3. Laundry Policies

Laundry service is available on campus and is provided to any department requesting laundry service.

The laundry manager at extension 5121 may be contacted regarding fees, service schecules, and policy. He is also available to consult on any laundry problem.

Residential Facilities Policies

Administration

The Director of Residential Facilities is responsible for the fiscal and physical operation of the resident halls. His office is located in Walker Hall. He should be contacted to answer questions concerning the following areas:

Housekeeping resident halls
Furnishings
Special lodging

Housekeeping

Housekeeping personnel assigned to the resident halls are on duty from 8 a.m. to 12 noon Saturdays.

For information, requests, emergencies, etc., dial the following extensions:

During regular work hours dial 5167
If no answer dial 5429
Off-duty hours dial the following numbers:
Mr. Bolt, housekeeping supervisor 382-3030
Mrs. Silvers, housekeeping supervisor 639-2230
Mr. Barnett, director 382-8686

B. Budget Office

Budget Preparation

The budget for Radford College is controlled by the Division of the Budget, a special department of the state operating from the office of the Governor.

Budget requests are prepared and submitted to the Division of the Budget on a biennial basis. The biennial request must be prepared in accordance with a special Budget Manual, published by the Division of the Budget. The manual establishes guideline ratios for staffing and other requirements which must be adhered to in preparing the budget for submission. Also presented in the manual are both detailed explanations for and examples of the numerous forms that must be completed. Budget requests are submitted by expenditure classification (Sub-object code) and by revenue code as specified by the budget manual. Those items requiring special justification are presented in the Budget Exhibit, a detailed narrative justification, again in accordance with the Budget Manual.

To arrive at the total budget request the following procedure is used:

1. The Radford College Budget Office supplies each Departmental Chairman/Supervisor with an explanation of each expenditure classification other than personal services and blank forms for each departmental budget request. The forms must be accompanied by narrative justification for each expenditure request.

2. The Academic Department Chairman submits his request to the respective Dean for review.

3. The Dean, after review of his school's requests, submits them to the Vice President for Academic Affairs.

4. Non-Academic Departments submit their requests to the appropriate Vice President.

5. All requests are forwarded to the Budget Office prior to an established deadline.

6. Revenue estimates are computed (based on enrollment projections) by the Treasurer's Office and forwarded to the Budget Office.

7. Each Departmental Chairman/Supervisor meets with a College Budget Review Board to explain the basis for and defend each item in his budget request.

8. The individual departmental requests are added to the college total including salary costs supplied by the personnel department.

9. The forms noted earlier are then prepared and compared to prior expenditures and revenue estimates and the process of balancing the budget request is begun.

10. Upon approval of the budget request by the Board of Visitors, it is submitted to the Division of the Budget.

11. After review by the Division of the Budget, their recommendation is submitted to the General Assembly and final approval is granted for the agency budget for the biennium.

12. Upon receipt of the legislature's approved budget by the college, increases and decreases from the original request are made at the departmental level.

Administration

1. Each Departmental Chairman/Supervisor is supplied a copy of his finalized budget within which his department must operate during the subject.

2. The Departmental Chairman/Supervisor is responsible for internal adjustments and modification of objectives as necessary to remain within the budgetary limits.

C. Campus Security Department

The Security Office is responsible for maintaining law and order on the campus as well as providing many other services. Located in the east wing of Russell Hall in the center of the campus, the Security Office may be contacted by calling 731-5348 or 639-2151. Services provided by Campus Security include:

1. Traffic control on campus and registration of student, faculty, and staff motor vehicles. When arriving on campus students, faculty and staff must contact Security about vehicle registration.

2. Out-of-State faculty and staff can obtain information concerning licensing vehicles and operator's license, etc.

3. Any violation of the law should be immediately reported to Campus Security.

4. Entrance to buildings on campus by faculty, staff and students in emergency cases.

5. Emergency medical transportation for students when requested by the Resident Director of Health Service.

6. Fingerprints for students seeking government employment.

7. Information to prospective students, parents or visitors when school is out.

8. Safety talks when requested by any group on campus.

9. Emergency information concerning sickness or death in a student's family. Security may use the Radford Police Department teletype to contact other police agencies.

Note: Campus Security is the only department at Radford which can be contacted 24 hours a day, 365 days a year and will be glad to assist you in any way possible.

D. Computer Operations

Computer Operations, located in the basement of Preston Hall, operates from 8 a.m. to 5 p.m. Monday through Friday.

Presently, the department processes mostly administrative reports, but the terminal is available for student use approximately three hours each night Monday through Thursday and two hours on Sunday night. Students using these facilities will be those studying computer programming and will be responsible to the operator manning the terminal during these hours.

All requests for reports, cards, and other data, other than recurring reports, will be submitted in writing to Computer Operations. A maximum allowable time period should be given for processing these requests. Emergency telephone requests will be accepted but must be followed by a written request. Any request for new reports should be accompanied by a sketch of the report format and information desired.

E. Physical Plant Procedures

Building Maintenance

Perpetual Services

1. Service of Mechanical Equipment
2. Changing filters
3. Trash and Garbage Collection
4. Replacing Light Bulbs
5. Delivery of Incoming Freight
6. Painting
7. Custodial Services (Academic Buildings only)
8. Pest Control
9. Service of Fire Equipment

Special Requests

All jobs are handled by a work order which gives the description, location, charge code, and name of person making request. After the work is completed, the cost of labor and material is calculated and charged to the appropriate department.

Requests should be made to the Storekeeper in writing on form No. PP25 except for emergencies, which may be reported by phone.

After-Hour Emergency Calls

The Maintenance Department works 8 a.m. to 5 p.m. Monday through Friday. However, if a situation exists which must have attention prior to the regular work day, the maintenance number 731-5347 may be called at any time, day or night. The attendant will relay the message to the workman on call.

Motor Pool

1. Persons needing a pool car should complete the three-part Form No. PP3 and have it approved by his department head, chairman, dean or Vice President and present it to the Storekeeper Supervisor located in the Allen Building. This should be done as far in advance of the trip as is practical. The Storekeeper will assign the auto and provide keys and credit cards. Procedures on forms are self-explanatory.
2. In case of an accident involving a state vehicle, regardless of location, the State Police should be called to investigate. In addition, the local police having jurisdiction should be notified at once. Instructions can be found in the car's glove compartment. The operator is responsible for any fine resulting from traffic violations.

Housekeeping - Academic and Administration Buildings

Custodial workers are on duty, in most buildings, from 5 a.m. until 2 p.m. Monday through Friday. Due to special conditions, some buildings are serviced from 3:30 p.m. until 11:30 p.m.

For service 8 a.m. - 5 p.m. Monday through Friday
Call 731-5245
Emergency and after-hour calls
Ms. Hodges 639-0377
Ms. Branscom 639-3832

Telephone Service

The College has the Centrex System which proves a central console with attendant and offers restricted or unrestricted service as required.

1. Campus calls may be made by dialing the extension listed in the college directory.
2. Local calls may be made by dialing "9" and then dialing the desired local number.

In-State Calls

A closed network, SCATS (State controlled administrative telephone system), connects all State offices and institutions. This service is available to anyone requiring unrestricted service.

1. Long distance business calls within the state should be made directly by use of SCATS. A SCATS directory with instructions is located in the school dean's office. All out-of-state long distance calls for which the college is to pay and SCATS calls must be cleared by the department chairman.
2. Long distance calls of a personal nature must not be charged to the college.

Service Orders

Requests for additions, deletions, changes or repairs are to be prepared in duplicate, approved by chairman or department director and forwarded to Physical Plant for processing.

Billing

Each department is billed monthly on an actual cost basis.

F. Post Office

The college's mail service is located in Walker Hall. Operation hours are as follows:

Monday - Friday
10:30 a.m. - 12 Noon
2 p.m. - 3 p.m.
4 p.m. - 4:30 p.m.

Window hours are: Monday - Friday, 9 a.m. - 4:30 p.m.
Saturday, 9 a.m. - 12 Noon

During these hours campus mail, bulk mail and mail to be metered should be brought to the campus post office.

Preparation of Mail

Campus mail — must be endorsed in large letters, "CAMPUS MAIL" and addressed properly: Addressee's Name
Department
Department's box number

For outgoing mail departments should:

1. Separate out-of-city from the City of Radford mail.
2. Any mail other than first class must be separated and a slip of paper attached with class of mail noted.
3. Out-of-Country mail must be separated and slip of paper attached with air mail or surface rate noted.
4. The departments must include a return address.
5. Mail must be in the mail room by 3 p.m. to expedite delivery.
6. Only small amounts of mail can be accepted between 4 p.m. - 4:30 p.m.
7. Envelopes should not be overstuffed.
8. Envelope's flap should overlap each other. The envelope can be scaled if desired.

Bulk Third Class Mailing Regulations

1. The bulk rate is applied to mailings of identical pieces separately addressed to different addressees in quantities of not less than 200 pieces.
2. All the pieces in a bulk mailing must be identical as to size, weight, and number of enclosures, but the printed text need not be identical. Each piece may weight up to, but not include 16 ounces.

3. Bulk mailings cannot be mailed to foreign countries. Foreign countries mailings must be individual.
4. State of Virginia mail must be kept separate from other States.
5. The mailer must arrange all pieces with the address side facing the same way and in Zip Code Order.
6. If the bulk mailing is being printed, have the printer include on the front in the right hand corner:

Nonprofit Org.
U.S. Postage
Paid
Radford, Va.
Permit No. 33

Second Class Bulk Mailings

Must be in frequent intervals, at least four times a year, for example, January, February, October and November. For other regulations contact the College Post Office.

Business Reply Mail

A permit to distribute business reply cards or envelopes is required. There is no charge for the permit. Postage is collected on each piece at the time it is delivered. The rate of the post cards or envelopes whichever is applicable, plus two (2) cents each. For other regulations contact the College Post Office.

G. Printing Department

The Radford College Printing Department is located in Preston Hall and serves as the duplicating center for the College. Equipment located in the department is operated by printing department staff only. Charges are made to all departments for services provided by the printing department.

All requests are assigned a priority on submission. Priority numbers are as follows:

Priority No. 1 All jobs related to student recruiting, admission and registration. Offices of the President, Vice Presidents, Assistant to the President.

Priority No. 2 Requests by all other administrative offices and requests not directly related to student recruiting, admission, or registration.

Priority No. 3 Requests made by individual students, campus organizations, and requests for which there is no urgency.

Duplication Procedures

1. Complete Radford College Form No. PS 1, available in your department head's office. If you need assistance in completing this form, call the printing department (731-5427).
2. Have form signed by department head. Materials will not be duplicated without signature.
3. Deliver material and form personally to the printing department. Materials should not be delivered by campus mail. Telephone requests cannot be honored. Persons delivering materials will be designated a time to return for their copies. Delivery of quantities of copies too great to be carried can be obtained by calling the maintenance department.
4. Forms to be printed must first be submitted to the forms management office (Treasurer's Office, Preston Hall). When the form has been approved, a form number will be assigned and a form approval slip issued. This approval must be delivered along with the form to be printed to the printing department.
5. Publications, (brochures, etc.) must first be submitted to the Office of Information and Publications.

Methods of Duplication

1. Photocopy (Xerox) - Photocopying will be limited to a maximum of 50 copies per page unless otherwise determined by printing department personnel. If more than 50 copies are needed, other methods of duplication should be used for economic reasons. Materials to be photocopied should be delivered to the printing department at least 2 hours prior to

the time they are needed. Copies can be made on 8 1/2 x 11 and 8 1/2 x 14 white and certain colors of paper. Materials used on a recurring basis and form letters should not be photocopied. A less expensive method of duplicating these materials will be recommended by the printing department. It is suggested that you contact the printing department before preparing these materials for duplication. Personal photocopies may be made on the coin-operated Xerox machine located in the library. The charge is 5¢ per copy. The printing department will make personal photocpies only in the event the machine in the library is malfunctioning. A charge of 5¢ per copy will be made.

2. Mimeograph - Typed mimeograph stencils should be delivered to the printing department at least 2 full working days prior to the time needed. The department cannot be responsible for cutting mimeograph stencils. Copies can be reproduced on 8 1/2 x 11 white and colors of paper. Your mimeograph stencils will be returned with your copies. They are reusable indefinitely.

3. Spirit - Spirit masters should be delivered to the printing department at least one full working day prior to the date needed. The department cannot be responsible for cutting spirit masters. Copies can be reproduced on 8 1/2 x 11 and 8 1/2 x 14 white and colored paper. Spirit masters are usually capable of reproducing no more than 100-150 copies. Your master will be returned with your copies.

4. Offset - Offset printing is extremely versatile and should be discussed with printing department personnel. Materials to be reproduced on a one-time basis should be typed on a direct-image offset master. Instructions for typing these masters are available from the printing department. These masters are capable of reproducing 1000-1500 copies and are not reusable. These masters should be delivered to the printing department at least 3 full working days prior to the date needed. Materials to be reproduced on a recurring basis and for runs of more than 1500 will require plate making procedures for their reproduction and will require at least 5 full working days for their reproduction. This time may increase depending upon the nature of the project and each request will be discussed on an individual basis. The materials should be typed exactly as they are to be reproduced unless the printing department is requested to set type. Materials which will require type setting must be typed or legibly printed. Handwritten materials will not be accepted. All copy should be edited and corrected before delivery to the printing department. Changes in copy will result in additional time and expense to your department. Offset copies can be reproduced on 8 1/2 x 11 and 8 1/2 x 14 white and colored paper. Other sizes and colors and textures of paper not in stock must be special ordered and additional time will be required. Offset plates will be filed in the department for future use.

   During unusually heavy work periods (i.e., prior to opening of each quarter, Christmas, etc.) some work will require longer time, but will be discussed on an individual basis. Departments with a large number of request prior to the opening of quarters should allow 5 to 6 weeks for their completion.

   The printing department does not supply design nor art work. The Office of Information and Publications should be contacted for this service.

PRINTING RATES

All Xerox copies are computed at 4¢ each.

Mimeograph copies are computed at 75¢ per 100.

Spirit duplicating copies are computed at 50¢ per 100.

Offset Printing:

25-100 copies (1 side)	$2.50
100-150 copies (1 side)	2.75
200 copies (1 side)	3.25
250 copies (1 side)	3.50
300 copies (1 side)	3.75
350 copies (1 side)	4.25
400 copies (1 side)	4.50
450 copies (1 side)	4.75
500 copies (1 side)	5.00
1,000 copies (1 side)	7.50

Printing on Both Sides of one sheet:

25-100 copies	$1.50 per side
150 copies	1.75 per side
200 copies	2.00 per side
250 copies	2.25 per side
300 copies	2.50 per side
350 copies	2.75 per side
400 copies	3.00 per side
450 copies	3.25 per side
500 copies	3.50 per side
1,000 copies	6.25 per side

The above charges are for copies printed on 8 1/2 x 11 white paper from offset masters typed by your department secretary or from plates currently on file in this department. Additional charges will be made when it is necessary to have negatives and/or plates made. Charges for other than routine requests will be computed on an individual basis (brochures, booklets, etc.).

Official R.C. Letterhead	$6.25 per 1,000
	4.25 per 500

H. Purchasing Office

Radford College purchasing procedures apply to departmental requisitions for supplies, materials and equipment where the department or office is using annual operating funds for payment. All requisitions must bear the signature of the appropriate Department Chairman and Dean before any disposition will be made in the Purchasing Office.

Preparation of Departmental Requisition for Purchase, Form PU6

1. A Departmental Request for Purchase, Form PU6, must be filled out in detail with the original and one (1) carbon submitted to the Purchasing Office. A supply of these forms is available from the Printing Department located in Preston Hall.

2. A request will fall into one of three subobject codes:

   Educational Supplies (1300 Series) - materials needed to teach a class or lab and considered to be useful for only a short period of time such as chemicals, slides, tapes, etc.
   Replacement Equipment (1500 Series) - equipment needed to replace existing equipment which has served its useful purpose such as projectors, microscopes, typewriters, tape recorders, etc.
   New Equipment (1600 Series) - additional equipment which the department does not have and costs in excess of $50.00. In most cases it would be assumed that this is NOT a top priority purchase.

3. When completing form show date needed and provide additional information if deemed necessary to help establish importance of need and priority.

4. A request for purchase must be approved by Departmental Chairman, Dean of School and Vice President before being submitted to Purchasing Department.

5. Purchaser also should furnish complete description including catalogue number, specifications if necessary, color, size, etc. It is very important to furnish source of supply, quantity, and price as accurately as possible.

6. Do not request items from different sources of supply on same requisition.

7. If Departmental Request for Purchase does not have sufficient space for all items requested, please list additional items on continuation sheet.

8. Request for Purchase should be made at least 4 to 6 weeks prior to actual need and preferably one quarter prior to need.

9. The Purchasing Office will return a copy of the actual order to the departmental head.

10. The subobject code for the item must be indicated in the appropriate box.

Receiving and Delivery

The Central Receiving in Muse Hall serves as the receiving center for the campus. Once received items are then distributed by the maintenance personnel in conjunction with the Purchasing Department.

Authorization for Local Purchase

The Authorization for Local Purchase is used for an emergency purchase only, usually at one of the local vendors. This form may be used by all departments only on an emergency basis and only on approval from the Purchasing Office.

The Departmental Chairman must bring to the Purchasing Office a completed Departmental Request for Purchase plus one (1) carbon to request a local authorization number. After the Authorization for Local Purchase is properly initiated, the individual department picks up the merchandise from the local vendor and returns the form along with the invoice to the Purchasing Office.

Office Supply Requisition

The form, used in securing supplies stocked in the Storage Room ocated in Muse Hall, is available from Central Stores, Box 5700. The purchaser should fill ou the form completely, noting regulations stated on the back.

Inventory and Property Control

Inventory and Property Control is being established with several objectives in mind. One is to maintain an inventory sheet on each piece of equipment located on Radford College campus. This sheet will contain a description of each item, inventory number, locat on including room, building and department, condition of equipment and cost value. Each department is responsible for each piece of equipment in his area. In establishing property control a system of transferring equipment will be coordinated follows:

1. Use of Property Transfer Form. Please note all instructions. These forms will be distributed to each department head or supervisor.
2. Copies of transfer forms are to be distributed as listed:
   First Copy to be forwarded to Purchasing Department. (Movers for equipment transfer will be notified upon receipt of this form.)
   Second Copy to be forwarded to department making request for transfer.
   Third Copy to be kept by originator of transfer.
3. Surplus Property - any commodity not in use by any persons or persons located on Radford College campus will be declared surplus and either be placed out for bid to other agencies or stored in surplus areas for replacement or additional equipment/supplies. Request for surplus equipment/supplies located on Radford College campus will have to be approved only by the Director of Purchasing.
4. State Surplus Property - located at Byrd Field Distribution Center, Richmond, Virginia.
   a. Many items new or used are available at moderate prices.
   b. Items carried at Center are published in state surplus brochures which Radford College Purchasing Office receives about every two (2) months.
   c. In making purchases from distribution center, interested persons can obtain information from the Purchasing Office concerning items in the current brochure.

Office Equipment Identification Card and Property Transfer

The Purchase Office maintains a card for each piece of office equipment on campus. The card includes a complete description, location and maintenance cost.

In order for the Purchasing Office to maintain accurate records, each department must submit a property transfer form each time a piece of office equipment is transferred from room to room or building to building. This form should be submitted to the Purchasing Office the day of the equipment transfer.

Office Equipment Repair Card

This card is used to report needed repairs to typewriters, calculators and all related office equipment. The card must be filled out completely and signed by the Department Chairman before being submitted to the Purchasing Office.

A supply of these form cards are available from Central Stores.

I. Banking Facilities

Faculty and staff are urged to use the facilities of banks located adjacent to the campus. Personal checks may be cashed at the cashier's window in the Treasurer's Office located in Preston Hall.

J. Travel Procedures

Authority for Travel

The general authority for travel expenditures is granted to the College by the General Assembly in the appropriations act each biennium. Funds alloted to Radford College are set aside in specific accounts to maintain proper accountability. Specific authority for each trip

must be obtained from the appropriate Vice President. Additionally, out-of-state travel involving more than 200 miles roundtrip requires the approval of the President.

Budgets for Travel Expenses

Funds for travel expenses will come from one of the following sources:

a. Academic Departments:
   1. Department accounts will be charged for travel to provide the following: Student teacher supervision, field trips, data processing, physical education classes, recruiting, and nursing.
   2. The use of a state sedan or station wagon will be charged at the rate of $.12 per mile and the large bus at a rate of $.25 per mile.

b. Vice President's Budget:
   1. Academic and administrative travel will be charged in this area including reimbursable expenses such as meals, lodging, personal car use ($.12 per mile), etc. Authority to use these funds must be specifically granted by the Vice President of your department. If state car is available, $.09 is reimbursed for personal car use.
   2. Prospective faculty travel will be charged to this budget. Each prospective faculty member must complete a state travel reimbursement voucher. Assistance will be provided by the Dean's Office in completing the voucher.

c. Physical Plant Department Budget:
   The cost of operating all maintenance and service vehicles will be charged to this budget.

Submission of Travel Reimbursement Voucher

A. The travel reimbursement voucher is the only means of disbursing state funds for travel expenses. State policies regarding allowable expenses are rigid and since the form is quite complex, two examples are included for your reference. Example one indicates the use of a State car. Example two indicates the use of the traveler's own car. The following numbers and statements refer to the superimposed numbers on the examples:

(1) Radford College goes in this blank.

(2) The traveler's name and address are to be listed in this space so the check may be made payable to the traveler.

(3) Check one of the blanks if a personal car was used in lieu of a state car.

(4) Indicate the date the voucher was completed.

(5) The traveler's signature and title are to be filled in on these lines.

(6) Itemized expenses:

(a) Each day's expenses must be shown separately.
(b) Each item of expenditure must be shown separately.
(c) Name of place of lodging must be given and receipt attached to the voucher.
(d) If tolls are requested, the facility must be named.
(e) Copies of airline or pullman tickets are necessary if these modes of transportation are used.
(f) If meals for persons other than yourself are claimed, that person's name must be listed. Prices for banquet or fixed price meals must be shown separately.
(g) If telephone or telegraph expenses are claimed, persons contacted and the points between the calls must be listed.
(h) Gratuities are expected, but must be listed on a separate line and you are reminded that you are expending public funds on official business of the State.

(i) All columns must be totalled. If more than one page is required, the separate page total must be forwarded to obtain a grand total.

(j) Attach copy of the registration fee receipt when claiming reimbursement for a registration fee.

(7) The signature of the Business Office official approving the voucher for submission to the Comptroller of Virginia.

(8) On the reverse of the voucher, state the reason for travel.

B. The completed voucher in three copies, green, yellow, and orange should be delivered to the respective Vice President for approval and to the Treasurer's Office for processing.

C. Travel vouchers must be submitted to the Comptroller of Virginia within 30 days from the last day of travel. Therefore, it is important that the voucher is in the hands of the Business Office within 15 days from the completion of travel so ample time is available for processing. No exceptions to this policy will be made by the Comptroller and delays in submitting the voucher beyond 30 days will result in non-payment.

COMP FORM 8 150M — 8-1-72

COMMONWEALTH OF VIRGINIA
TRAVEL EXPENSE REIMBURSEMENT VOUCHER

Department Institution or Agency: Radford College (1)

(3)

Prepare with ink, indelible, or typewriter. Use additional sheets when necessary.

Enter Name and Address of Traveler—Type or Print

John T. Doe (2)
Radford College
Radford, Virginia 24142

(4) Nov. 18 19 72

I hereby certify that expenses listed below were incurred by me on official business of the Commonwealth of Virginia and include only such expenses as were necessary in the conduct of this business.

John T. Doe (5)
Signature of Traveler

Title Associate Professor

(6) 1 DATE 19 72	2 LOCATION AT WHICH EXPENSE WAS INCURRED, POINTS BETWEEN WHICH TRAVEL WAS NECESSARY, METHOD OF TRANSPORTATION USED AND MILEAGE RATE ALLOWED. EACH DAY'S EXPENSES MUST BE SHOWN SEPARATELY. Purpose of trip must be stated on back of voucher.	3 MILES TRAVELED	4 MILEAGE OR FARES	5 AUTO EXPENSE (ITEMIZE IN SECOND COLUMN)	6 MEALS NO.	6 MEALS AMOUNT	7 LODGING (SHOW PULLMAN SEPARATELY)	8 OTHER (ITEMIZE IN SECOND COLUMN)	9 TOTALS	
Nov. 15	Radford to Richmond (leave 2:30 P.M.)									
		225	27.00						27	00
	Lodging: Holiday Inn Motel				1	2.50	8.32		10	82
	Tips							.45		45
Nov. 16	Lodging: Holiday Inn Motel				2	2.25	8.32		10	57
	Banquet - fixed price				1	5.00			5	00
	Tips							.35		35
	Phone call made from Richmond to									
	Mr. John Jones, Supt. of Schools,									
	Petersburg, Va.							.75		75
Nov. 17	Richmond to Petersburg	20	2.40						2	40
	Toll: Richmond-Petersburg Turnpike									65
	Tips				2	3.00		.50	3	50
	Petersburg to Radford, Va.	200	24.00						24	00
	(arrived 8:30 P.M.)									
Use of privately owned car authorized at .12 per mile	Total this sheet:	445	53.40		6	12.75	16.64	2.70	85	49

Voucher No. _____ Month _____

Agency-Approp.-Activity-Object Enc. No. Amount

Entered by Comptroller Register of Warrants

Total sheet 2		
Total sheet 3		
Total sheet 4		
Grand total	85	49

Audited:

Charged:

Tabulated:

Receiving stamp—Department of Accounts

100

To the Comptroller: To the best of my knowledge and belief the expenses itemized above were incurred on official business of the Commonwealth of Virginia and are a proper charge against the appropriation(s) indicated and are hereby approved for payment.

(7)

Treasurer
Title

ORIGINAL TO COMPTROLLER

COMP. FORM 8 150M—4-1-70

COMMONWEALTH OF VIRGINIA
TRAVEL EXPENSE REIMBURSEMENT VOUCHER

Department Institution or Agency: RADFORD COLLEGE (1)

Prepare with ink, indelible, or typewriter. Use additional sheets when necessary.

Enter Name and Address of Traveler—Type or Print

John T. Doe (2)
Radford College
Radford, Virginia 24141

AUTOMOBILE USE STATEMENT

When personally owned automobile is used please check the appropriate statement:—
No state car was available ( )
Use of state car was not practicable ( ) (3)

(4) December 4 19 72

I hereby certify that expenses listed below were incurred by me on official business of the Commonwealth of Virginia and include only such expenses as were necessary in the conduct of this business. I also certify that the common carrier fares shown below do not include federal taxes.

John T. Doe (5)
Signature of Traveler

Title: Associate Professor

(6)

1 DATE 1972	2 LOCATION AT WHICH EXPENSE WAS INCURRED. POINTS BETWEEN WHICH TRAVEL WAS NECESSARY. METHOD OF TRANSPORTATION USED AND MILEAGE RATE ALLOWED. EACH DAY'S EXPENSES MUST BE SHOWN SEPARATELY. Purpose of trip must be stated on back of voucher.	3 MILES TRAVELED	4 MILEAGE OR FARES	5 AUTO EXPENSE (ITEMIZE IN SECOND COLUMN)	6 MEALS NO.	6 MEALS AMOUNT	7 LODGING (SHOW PULLMAN SEPARATELY)	8 OTHER (ITEMIZE IN SECOND COLUMN)	9 TOTALS
Nov. 19	Radford, Va. to Richmond, Va.								
	State Car Used - left 6:00 A.M.								
	Lodging: John Marshall Hotel				2	4.50	18.72		23 22
	Tips							2.00	2 00
	Registration for convention (Natl. Conv. on Drugs & Today's							5.00	5 00
	Fixed price banquet Adolescent)				1	6.00			6 00
Nov. 20	Lodging: John Marshall				2	5.00	18.72		23 72
	Tips							1.25	1 25
	Fixed price luncheon				1	5.00			5 00
	Parking state car							8.00	8 00
Nov. 21	Richmond, Va. to Radford, Va.								
	arrived at 4:30 P.M.								
	meals and tips				2	3.00		.75	3 75
Use of privately owned car authorized at ¢ per mile	Total this sheet:				8	23.50	37.44	17.00	77 94

Voucher No. _____ Month _____
Approp.-Activity-Object (Allotment) Enc. No. Amounts

Entered by Comptroller
Register of Warrants

Total sheet 2
Total sheet 3
Total sheet 4
Grand total

Audited:

Charged:

Tabulated:

Receiving stamp - Department of Accounts

101

To the Comptroller: To the best of my knowledge and belief the expenses itemized above were incurred on official business of the Commonwealth of Virginia and are a proper charge against the appropriation(s) indicated and are hereby approved for payment.

(7)

TREASURER
Title

DATE	BRIEF STATEMENT OF PURPOSE OF TRIP
	(8)
Nov. 19-21, 1972	Attended the National Convention on Drugs and Today's Adolescent